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RE-DESIGNING CUSTOMER'S PRODUCT-SERVICE SYSTEM EXPERIENCE WITH A CIRCULAR DENIM BRAND THROUGH A CO-CREATIONAL APPROACH

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PREFACE

You may be wondering, why is this project centred around Product-Service Systems? Or circular denim? And why is it done following a strategic and co-creational approach?

Well, the truth is that there is an answer to all those questions. My drive behind this project began years before I started my Bachelor studies in Product Design Engineering in Valencia, but it finally reached its breaking point during my last year of studies, while I was enjoying my Erasmus year in TU Delft University in Delft, The Netherlands.

I have always been a curious kid, interested in observing and analysing how the world works and how we live in it. And, as a result, throughout the years I have built up a great inner drive to solve problems, especially problems related with our unsustainable way of consuming and its effects on our climate.

Conscious about the international leadership The Netherlands has in the fields of sustainable innovation and circular design, TU Delft had the key to open the immense spectrum of possibilities in which I could learn how to contribute to this cause through design. During my Strategic Product Design master courses, I dove into different design methodologies and learned how to help companies translate problems into viable product-and-service solutions. This knowledge, together with what I had learnt throughout my study in Valencia, stimulated that desire I had when I was younger, to solve problems related to our way of consuming.

When I came across MUD Jeans, I knew it was a special company. I was intrigued by their mission to "use business as a force for good" (B Corporation, n.d.) and their circular "Lease A Jeans" service, a

new radical approach to clothes consumption and decided to apply for an internship with them. It all made sense then. This was my place to be. I had built up the tools to work around a real-scale problem and now I found a company to contribute to a bigger cause.

Therefore I want to thank the MUD Jeans team, especially Bert van Son, Danique Gunning, Dion, Petra and Laura Vicaria for believing in me and for giving me the time and space to learn more about their work and mission while improving their Lease A Jeans service.

I also want to thank my project mentor, Bélgica Pacheco, for being patient with me and for firmly believing in my project's potential; and Johan, without your guidance this project would have never ended up being what it did.

To all the wonderful people that were kind enough to find the time to fill in the survey and have conversations with me, sharing their ideas and thoughts on leasing; thank you.

Also a huge shoutout to my sister Luisa, her boyfriend Christian and Manuel for bringing a very critical yet realistic and insightful view to my project and final thesis document. I deeply appreciate it.

And last but not least, to my parents, for always supporting my ideas and dreams and being my number one fans. I would have never been able to do this internship without you.

With love,
Katja

SUMMARY

Everyone needs clothes. No matter what culture, climate or country, we all wear clothes. Every single day. They keep us warm, or cool, and they help us express ourselves throughout our lives. With a growing population currently reaching 7.9 billion people worldwide, clothing production has steadily increased too. Every year, 80 billion pieces of clothing are purchased annually, positioning the fashion industry as one of the most polluting industries in the world (Shirvanimoghaddam et al., 2020; Bick et al., 2018; United Nations, 2019).

However, the clothing industry is undergoing change. Product-Service Systems (PSS) serve as a circular alternative to our current way of consuming, completely changing the way we use, value and experience clothes, as well as redefining our relationships with the brands behind them.

Framed around the circular denim brand MUD Jeans and its "Lease A Jeans" service, the purpose of this project is to fully understand customers' current experience of leasing a pair of MUD Jeans in order to better adapt the offered service to their needs, improving their overall service experience and increasing their loyalty to the brand.

Using the Double Diamond framework of innovation developed by the Design Council, MUD Jeans customers' current needs and desires are discovered and defined through a quantitative (n=620) and qualitative (n=23) customer study, to then develop and deliver a suitable prototype that will be validated with both consumers and MUD Jeans' management team. In order to identify the most prominent and recurring struggles to solve in this project, the insights discovered are clustered and summarised into 34 pain points that are then reduced to 19 "solvable" ones using an impact-effort chart.

Throughout the whole project, MUD Jeans' customers are included as an indispensable and necessary partner, directly taking part in the design process through a co-creational and generative design approach. Their constant supply of ideas and feedback not only brings a fresh perspective to the service, but also increases the variety and quality of the solutions proposed.

The validated Lease A Jeans and Account prototype pages serve as an example of the potential value of using a strategic and co-creational approach when designing Product-Service Systems in the clothing industry. With this project we managed to go beyond solving problems, rethinking the whole service experience. The proposed solution not only makes the service more tangible, trust-worthy and easy to understand for new potential leasers, but also brings current leasers closer to the brand, offering them full access to everything connected to their service experience as well as a direct connection to MUD Jeans, their projects and the team behind it.

MUD Jeans' Lease A Jeans service is more than a new sustainable way of enjoying fashion, it brings brands and customers closer together, enabling a space for more transparent and meaningful relationships to flourish.

KEYWORDS

Product-service systems; Co-creation; Circular denim; Double Diamond framework; Strategic design

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Throughout the following project, the reader will be guided through the different design phases conducted that will end up building viable design solutions from initially unknown problems.

As an introduction to the project, the reader will be taken through the underlying motivation and ultimate project goal. In order to have a clear overview of the subjects of matter, the reader will be guided through the context of fashion, Product-Service Systems and, MUD Jeans as a denim company. Once contextualised, it is time to introduce the specific objectives that are going to be the focus of this project. Following the listing of the objectives, the reader will be guided through the reasoning behind taking a co-creation approach with consumers in this project as well as the benefits that will come with it. After that, we will introduce the design methodology followed and we will take the reader through the findings discovered in each and every one of the design phases until obtaining the final validated design. Finally, as a way to close the project presented, we will zoom out and guide the reader through the project's limitations as well as through the personal and academic value of what was accomplished in this project.

In order to have a better overview of the main takeaways of each section, a **"Summary Page"** is going to be included in order to break down the key elements of what has been discussed. The only two sections that will not have a Summary Page are the introduction and conclusions.



CHAPTER 1

INTRODUCTION

1.1	Underlying purpose of the project	10
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1.1. Underlying purpose of the project

Everyone needs clothes. No matter what culture, climate or country, we all wear clothes. Every single day. They keep us warm, or cool, and they help us express ourselves throughout our lives. But with 7.9 billion people in the world, can we sustain our current way of consuming fashion?

According to the United Nations (2019), the fashion industry is considered the second most pollution industry in the world, responsible for more CO2 emissions than all international flights and maritime shipments combined. That is a lot.

However, there had to be an alternative way of doing things. With an increasing demand on transparent and value-driven experiences (Wunderman Thomson, 2018), there had to be another way of doing fashion that would stop the current endless cycle of overconsumption and waste production. That's when we came across MUD Jeans' "Lease A Jeans", a circular business model that offers a 12-month leasing service to consumers. Through this service, MUD Jeans keeps ownership of the materials while providing functional jeans to all its leasers.

By taking one of the most common clothing items - a pair of jeans - and completely changing the way the consumer values and interacts with both the product and the company behind it, MUD Jeans believes they can revolutionize the clothing industry (MUD Jeans, 2019b).

However, this service is more complex than it initially seems. Being a completely new model of consumption questioning the long-established status quo, MUD Jeans had to not only satisfy consumers' needs through great quality products and services, but also reinvent their connection to consumers, involving them as a crucial partner in their mission.

But how could we use our design skills to contribute to this model of sustainable consumption? Where is MUD Jeans having the biggest struggles when creating value for consumers through their Lease A Jeans model?

1.2. Problem definition: company assessment

With the goal of using our strategic and design skills to define and solve MUD Jeans Lease A Jeans' most imminent struggles or needs, it was now time to understand where MUD Jeans stands currently in order to execute a project that could contribute to their cause the most.

In order to gain an overview of MUD Jeans' bigger goals, a personal appraisal was executed. From analysing articles, magazines, MUD Jeans' website and their sustainability reports, it was evident that their main goals were to (MUD Jeans, 2019b; Pepino, 2020; Warren, 2020):

- Achieve full product circularity, making the first pair of jeans out of 100% post-consumer recycled cotton.
- Improve their factory production and, with that, the quality and durability of their jeans, keeping fair wages and a safe working environment for their factory employees.
- Become more transparent and direct in their communication strategies to consumers, inspiring and empowering them to actively take part in MUD Jeans' mission and become advocates of conscious consumption.

After diving into their mission, something that clearly stood out was MUD Jeans' need for more direct communication strategies to not only create stronger bonds with consumers to better understand their needs, but also encourage new potential customers to join the circular fashion movement.

After this first evaluation, a meeting with MUD Jeans' executives was carried out in order to get a more detailed understanding of their "pain points" as a company and, specifically, in their Lease A Jeans service. Some of the most important points mentioned were:

- They showed a great desire towards carrying out an in-depth study of their leasers (who they are, how they use their jeans...).

- Communication was highlighted as one of MUD Jeans' biggest struggles with their Lease A Jeans service. They mentioned having struggles accurately representing their leasing concept to new potential leasers while also having issues maintaining a clear and consistent communication strategy throughout their customers' leasing experience.
- They showed a great interest in expanding their leasing service to new audiences and increasing their leaser customer base.

After gaining these insights, one thing was clear: there are some things we *do* know and a lot that we *don't*. By the numbers presented by MUD Jeans' team, it was evident that leasing had great potential. There was no doubt that having longer periods of time connecting with consumers offered MUD Jeans space to create great value to consumers (Mullins & Walker, 2012; Beverland, 2018), but were they using it to its fullest potential?

With this project, we wanted to find an answer to that question. Using the Double Diamond as the methodology while working closely together with customers through a co-creational approach, we wanted to find design strategies that would bring MUD Jeans' Lease A Jeans service to the next level. The approach taken in this project could not only define and solve currently unknown problems in the service, but also help MUD Jeans understand where and what the customer demand is and strategize how their service could potentially evolve in the future.

1.3. Counter-brief definition and project objective

To make the project tangible for all the parties involved, aligning expectations and making sure that our MUD Jeans' colleagues and management department understands the goals and objectives of the design project we jointly formulated the following counterbrief:

- **Company focus:** MUD Jeans' Lease A Jeans service.
- **Design skills:** Product, strategic and UX design.
- **Project goal/objective:** identify leasers' main struggles and service desires to then design strategies to not only improve the overall communication and service experience for leasers, but also make MUD Jeans' Lease A Jeans service more approachable and understandable for new potential leasers.
- **Project timeframe:** 6-7 months.
- **Approach and methodology:** Apply the world-renowned Double Diamond design framework with a special focus on working together with consumers every step of the way through a co-creational approach.
- **Target audience:** leasers as well as potential leasers.
- **Project assessment:** Regular check-ups with Danique Gunning, MUD Jeans project supervisor (from once a week to once a month, depending on design phase) as well as with Bélgica Pachecho, overall project mentor.
- **Measure of project success:** Proposed design validation given by consumers and MUD Jeans' team. Once implemented, we suggest MUD Jeans' team to execute a more in-depth monitoring and evaluation of the user interactions obtained in the new Lease A Jeans and account page in order to increase the project's credibility and verify whether the intended results and benefits were actually achieved or not (Roser et al., 2009).

CHAPTER 2

PRECEDING LITERATURE AND CONTEXT DEFINITION

In order to gain a more in-depth understanding of where MUD Jeans' Lease A Jeans service stands and how it came to be, this section is going to focus on bringing context to the fashion industry, Product-Service Systems and MUD Jeans as a sustainable denim brand.

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2.1. Understanding the clothing industry

It is no news to anyone that fashion is used as a vehicle of self-expression as it pictures people's identity to the outside world (Henninger et al., 2020; Niinimäki, 2010; Myzelev, 2013). Garments showcase "who we are, how we see ourselves, and who we want to be in the future" (Henninger et al., 2020), an expression of individualism and freedom.

In the last two decades, the fashion industry has been thriving like never before. A high rate of population growth, together with an overall increase in income and standard of living, have resulted in a steady growth of both production and consumption of textile (Shirvanimoghaddam et al., 2020). Employing more than 300 million people worldwide (BOF & McKinsey., 2019), the clothing industry represents a significant economic force. According to Fashion United (2018), the fashion industry is worth 3 trillion dollars, accounting for 2% of the world's Gross Domestic Product (GDP).

Through digitalization, the competitive scenario in fashion is rising rapidly, consumer behaviours are becoming more and more sophisticated, and having an "agile" business organization has turned into a prerequisite for any company to survive (Gazzola et al., 2020).

However, this "agile" way of functioning has been heavily criticised in recent years because of its high environmental impacts and human health issues arising from its incredibly long and complex supply chains; hence being considered as one of the most polluting industries in the world (Jacometti, 2019; Gazzola et al., 2020).

2.1.1. Current state in Fast Fashion

Nowadays, the most prominent clothing supply chain model is what is currently referred as "quick fashion", "street fashion", "throwaway fashion" or "fast fashion" (Zamani et al., 2017; Turker & Altuntas, 2014; Bhardwaj & Fairhurst, 2010).

Used by The New York times for the first time in 1989, the term "fast fashion" refers to a model that thrives on the idea of "more for less", bringing trends from the catwalk directly to the stores (Gazzola et al., 2020; Bick et al., 2018). It is characterized by quick, flexible and cheap mass manufacturing designed to rapidly respond to the latest fashion trends, continually offering consumers ever-changing collections of affordable clothes (Brooks, 2015; Zamani et al., 2017; Bhardwaj & Fairhurst, 2010; Turker & Altuntas, 2014). For some fashion brands like H&M or Zara, this means introducing new clothing styles every three to five weeks (Hu et al., 2014; Bhardwaj & Fairhurst, 2010).

By offering large quantities of clothes affordable to the masses, Fast Fashion soon became the new norm, the dominant business model, causing the clothing consumption to skyrocket (Brydges, 2021; Turker & Altuntas, 2014). With this, consumers not only became more fashion savvy, but also addicted to the "Here Today, Gone Tomorrow" fashion model, also referred to as "planned or built-in obsolescence"¹ (Bhardwaj & Fairhurst, 2010; Hoffman 2007; Ewen 1976; Pandit et al., 2019; Niinimäki & Hassi, 2011). This desperate need to wear the latest fashionable items, together with low clothing prices made it easier and cheaper for consumers to discharge and buy new clothes (Fernandes et al., 2019; Sandvik, 2017). A new throwaway consumer culture emerged (Pandit et al., 2019; Bick et al., 2018).

Sometimes proclaimed as the "democratization" of fashion (Bick et al., 2018), this new consumption model started placing tremendous stress on the production processes, putting both the environment and workers' health at risk (Henninger et al., 2020; Brydges, 2021; Brooks, 2015).

¹ Planned or built-in obsolescence: "the policy of deliberately limiting the life of a product in order to encourage the purchaser to replace it" (Collins Dictionary, n.d.).

Following the linear economic model, the fast fashion model produces clothes in three stages (Figure 1): take (harvest of raw material), make (transforming raw materials into garments), use and waste or dispose (wearing out of clothes, reaching the end of its "useful" life) (Ellen MacArthur Foundation, 2017; Henninger et al., 2020).

2.1.2. Fashion waste: an urging need for change

As the production of clothing increased, the number of times a clothing item was worn decreased drastically too. This phenomenon has led to a global increase in garment purchase, reaching 80 billion pieces of clothing per year. This equals to 1.2 trillion dollars in sales for the whole fashion industry and 400 billion worth of clothing waste annually (Shirvanimoghaddam et al., 2020; Bick et al., 2018).

"In fashion, like other sectors, the cost implications of the growth model are felt mainly externally to the corporation enjoying the benefits: by society at large, by workers, and the environment" (Fletcher, 2010). In fast fashion, costs are experienced as increased deforestation (e.g. raw material plantations), poor labour welfare, excessive water use (e.g. cotton crops and industrial processes) and air (CO₂, from production and transportation, and methane, from landfills), water and soil pollution (e.g. fertilizers, pesticides, chemicals to harvest fibres, textile waste) (Fernandes et al., 2019; Jacometti, 2019; Fletcher, 2008; Pandit et al., 2019; Grazzini et al., 2021).

By using around 37kg of clothes per year, North Americans are the biggest clothing consumers in

the world (Shirvanimoghaddam et al., 2020; Bick et al., 2018) and, out of all those clothes consumed, around 73% of the clothing ends up in landfills with only less than 1% being recycled into new clothing (Jacometti, 2019; Moorhouse, 2020; Sanchis-Sebastiá et al., 2021). What's more, according to Laitala and Klepp (n.d.), the average lifespan of a piece of clothing is 5.4 years.

It is clear with all these numbers that a key challenge faced in the 21st century is waste (Henninger et al., 2020). With an exponential increase in textile waste, humans are also confronted with an overall reduction of available textile supply for the future (Pandit et al., 2019; Sanchis-Sebastiá et al., 2021). The root of the problem is that "We think of materials in a 'human timeframe', when actually they can relate to materials which in some cases took millions of years to form (and will take hundreds of years to decompose). "We need longer-term thinking" (Gould, 2015).

A first approach to the problem is to try to understand the product's life cycle, its main sources of textile waste, and to classify the different types of waste generated throughout the production of a garment (Sumner, 2015; Pandit et al., 2019; Jacometti, 2019). This process is key in order to not only prevent waste generation throughout the product's life cycle, but also develop successful textile recycling and waste managing strategies to avoid waste ending up in landfills or incinerated (Jacometti, 2019; Pandit et al., 2019).

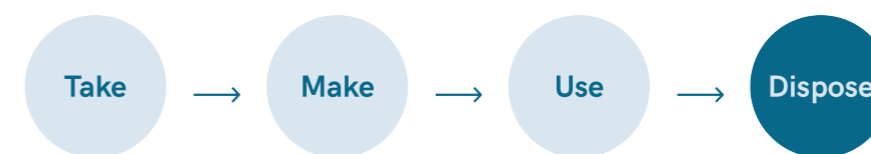


Figure 1. Linear economy model.

What's more, the pressure to change the industry's current strategy is growing exponentially as not only governments and institutions demand transparency, but also consumers, especially millennial ones (Moorhouse, 2020; Gazzola et al., 2020). Consumers are more aware than ever about the impact of fashion in the environment, and this has substantially influenced their shopping behaviour too (Grazzini et al., 2021; Pandit et al., 2019). They expect authenticity and transparency across the entire value chain and demand brands to be involved and generate positive contributions in their functioning ecosystems (Sumner, 2015; Jacometti, 2019). For that, they have also shown to be willing to pay premium prices (Gazzola et al., 2020; Pandit et al., 2019).

2.1.3. Slow Fashion: new sustainable and circular approaches

So how can the fashion industry act upon a clear need for alternative ways of production, while also satisfying their consumer needs (Niinimäki & Hassi, 2011)?

According to Henninger et al. (2020), sustainability has become a strategic key driver for innovation, encouraging "out-of-the-box thinking and avant-garde behaviour by finding new solutions and possibilities to produce and create products/services that the current generation may need without exploiting the social, environmental, or economic environment".

Defined by the United Nations (1987) as the "development that meets the needs of the present without compromising the ability of future generations to meet their own needs", the concept of sustainability has been proven to not only embrace the search for wellbeing and a good quality of life, but also bring a sense of responsibility to the communities involved throughout the product's life cycle (Ki & Kim, 2016). This is why sustainable consumption was even suggested to be declared as a "consumer right" in EU legislation (Aznal et al., 2015).

Within the sustainable framework, the term circular economy (CE) has been also gaining importance among policy makers and academia as an effective way of making the fashion industry more sustainable, while opening the door to new business model alternatives too (Witjes & Lozano, 2016; Geissdoerfer et al., 2017).

Dating back to 1976, when architect Walter Stahel suggested an idea of 'economy in loops' (European Commission, 1976), CE refers to an economy "where the value of products, materials and resources is maintained in the economy for as long as possible, and the generation of waste minimised" (European Commission, 2015). Shaped by the 3R (reduce, reuse and recycle), the CE challenged the dominant linear systemic-thinking model by offering a circular alternative one (Figure 2) (Gazzola et al., 2020; Koszewska, 2018), "restorative and regenerative by design" (Ellen MacArthur Foundation, n.d.).

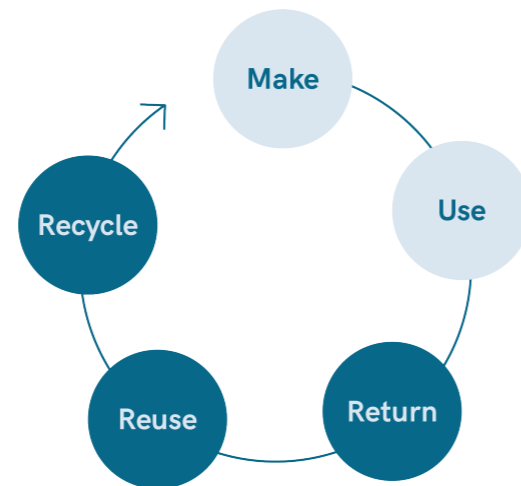


Figure 2. Circular economy model.

In recent years, a movement that counteracts the increasing demand for fast fashion started gaining momentum - the "Slow Fashion" movement (Pookulangara & Shephard, 2013; West et al., 2021). However, it is important to highlight that, "while fast is the opposite of slow in language; in the context of slow culture; fast and slow are not in opposition. They are different worldviews, with different economic logic and business models, values, and processes." (Fletcher, 2010). Taking its cues from the popular Slow Food Movement, (Pookulangara & Shephard, 2013), Slow Fashion involves a new way of thinking, an invitation to "question the role of economic growth, underlying values, and worldviews in fashion" (Fletcher, 2010).

Slow Fashion promotes the democratization of fashion by offering people "more control over institutions and technologies that affect their lives", instead of offering them access to low-priced garments (Fletcher, 2010). Taking this mindset into the industry, brought up new alternative ways of designing, producing and consuming clothes (Pookulangara & Shephard, 2013) (Figure 3).

Keeping in mind that this change in consumer culture has to start in education or through community awareness (Fernandes et al., 2019; Shirvanimoghaddam et al., 2020), according to Henninger et al. (2020), there are four possibilities for achieving circularity, "by designing for (1) longevity, (2) leasing or service, (3) reuse in manufacture, and (4) material recovery" (Table 1).

As shown in Table 1 (next page), there are many alternatives for achieving product circularity, bringing great hope to fashion industry. However, many of them including MUD Jeans Lease A Jeans mode,l are directly dependent on establishing a transparent partnership between brands and their consumers. Many solutions are based on an interaction model that requires high customer involvement meaning that, in order for them to function smoothly, brands have to make it easy and convenient for costumers to dispose, send back or upcycle worn-out items (Sandvik, 2017; Moorhouse, 2020; Pandit et al., 2019).

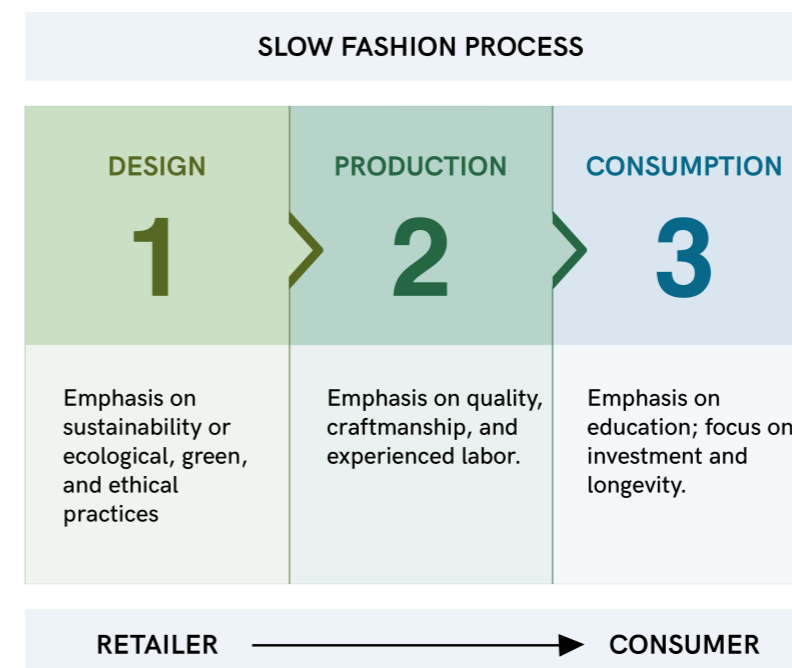


Figure 3. Slow Fashion process.

	Overview	Strategies	Examples
Design for longevity	It implies maximizing the use of high-quality sustainable materials while also using the least amount of them (Sandvik, 2017; Gazzola et al., 2020; Pandit et al., 2019).	<ul style="list-style-type: none"> Seasonless collections (Brydges, 2021). Co-creational and open sourcing approaches (Remy and Huang, 2015; Niinimäki & Hassi, 2011). Design for disassembly (Sandvik, 2017; Gazzola et al., 2020; Pandit et al., 2019). 	<ul style="list-style-type: none"> Gucci announced in May 2020 a reduction from five to two "seasonless" shows per year (Cartner-Morley, 2020). Freitag, with its first fully biodegradable F-ABRIC jeans (Avins, 2015).
Collaborative consumption	Reduce the industry's environmental impacts by prolonging the practical service life of garments through ownerless consumption (Zamani et al., 2017; Brydges, 2021; Jin & Shin, 2020)	<ul style="list-style-type: none"> Clothing libraries (Zamani et al., 2017). Renting and leasing services (Niinimäki & Hassi, 2011). 	<ul style="list-style-type: none"> Rent the Runway. According to Jin & Shin (2020), it "has amassed 6 million customers and \$100 million in revenue".
Upcycling as a material reusing alternative	Transforming waste or useless materials into new ones, upcycling enables the quality of the textile to be maintained or increased by the procedure, instead of being reduced, like in recycling processes (Pandit et al., 2019; De Brito et al., 2008).	<ul style="list-style-type: none"> Selling items second-hand (Hill, 2020). Offering product-repair services in-house (Pandit et al., 2019). Reusing materials for other applications, cotton (e.g. thermal insulator, sound absorbents etc.) (Shirvanimoghaddam et al., 2020). 	<ul style="list-style-type: none"> Some of the brands offering in-house repair services are Patagonia, Filippa K or Nudie Jeans (Sandvik, 2017). Freitag, with its first fully biodegradable F-ABRIC jeans (Avins, 2015).
Take-back systems for material recovery	Avoid clothing ending in landfills taking them back as a raw material source for recycling. This process minimizes waste while conserving raw materials, energy, water and other chemicals (Shirvanimoghaddam et al., 2020; Pandit et al., 2019).	<ul style="list-style-type: none"> Take-back systems that offer discount for next purchase. The drawback is it indirectly encourages consumers to buy more clothes without feeling guilty (Brydges, 2021). Recycling partnerships with other companies (Remy & Huang, 2015; Sandvik, 2017; Moorhouse, 2020). 	<ul style="list-style-type: none"> Some brands that have successfully incorporated take-back systems are H&M, Filippa K and Boomerang, amongst others (Sandvik, 2017). Pure Waste, a company exclusively working on producing fabric made from recycled materials (Pure Waste, n.d.).

Table 1. Four possibilities to achieve circularity.

SUMMARY PAGE

- Fast fashion, the most prominent clothing supply chain model, follows the linear economic model of take, make, use and dispose.
- The environmental costs of fast fashion are increased deforestation, poor labour welfare, excessive water use and air, water and soil pollution among others (Fernandes et al., 2019; Jacometti, 2019; Fletcher, 2008; Pandit et al., 2019; Grazzini et al., 2021).
- The key challenge faced in the 21st century is waste (Henninger et al., 2020) as well as an overall reduction of available textile supply for the future (Pandit et al., 2019; Sanchis-Sebastiá et al., 2021)
- In recent years, the "Slow Fashion" movement started gaining momentum as an alternative model, questioning "the role of economic growth, underlying values, and worldviews in fashion" (Fletcher, 2010).
- The circular economy model or "economy in loops", shaped by the 3R (reduce, re-use and recycle) offer an alternative to fast fashion that is "restorative and regenerative by design" (Ellen MacArthur Foundation, n.d.).
- There are four possibilities for achieving circularity, "by designing for (1) longevity, (2) leasing or service, (3) reuse in manufacture, and (4) material recovery" (Henninger et al., 2020). An in-depth overview of the strategies created can be seen in Table 1.

WHAT'S NEXT?

After having obtained an overview on the clothing industry, now it's time to gain a more in-depth understanding on Product-Service Systems in the functional economy to then comprehend the potentialities of MUD Jeans' Lease A Jeans service in this project.

2.2. The functional economy: Product-Service System innovation

There is no doubt that fashion industry players are more aware than ever of their damaging traditional selling methods and are slowly joining the sustainable movement (Qian & Burritt, 2011; Ceschin, 2014). However, are all these practices enough?

According to Ehrenfeld (2009), "reducing unsustainability will not create sustainability". In other words, these practices are "symptomatic solutions which do not go to the root of the problem" (Ceschin, 2014). They focus on mere process optimization strategies without seeing the bigger picture of how their systems of production and consumption work. This is why there is a clear need to structurally rethink the "reward system of commerce" (Hawken et al., 2010).

One of the promising models in the consumer goods sector is what is commonly referred to as the "functional economy", an economy that focuses on creating "the highest possible use value for the longest possible time while consuming as few material resources and energy as possible" (Stahel, 1997). In this model, the provider is paid for the "functional units" delivered to the consumer (Ceschin, 2014). These "functional units"¹ radically change the meaning of value in transactions as they are treated as capital assets instead of consumables (Mont et al., 2006). They eliminate the material element and focus entirely on delivering a performance or solution to the customer (Paiola et al., 2013; Reim et al., 2015).

As mentioned by Cheschin (2014), "Producers become providers of value while consumers become users of value" and it is "in the interest of both parties to make sure that the function is constantly fulfilled and the value is continuously provided".

¹ Functional unit: "quantified description of the performance requirements that the product system fulfils" (Consequential LCA, n.d.).

This new approach opens up a completely new space for business models to flourish, changing the current consumption culture and breaking down the unsustainable habits of individuals, businesses and society at large.

2.2.1. Understanding the concept of Product-Service Systems (PSS)

Within the functional economy framework, Product-Service Systems (PSS) can be described as "an integrated system of products and services, delivered by one or more socio-economic actors, and designed to fulfil a specific customer need" (Ceschin, 2014). The key elements of a PSS can be defined as (Goedkoop et al., 1999; Mont, 2002):

- **Product:** the tangible commodity of the system. It is the means to fulfilling a user's needs.
- **Service:** an activity done for others with an economic value, often done commercially.
- **System:** a collection of elements that function intertwined. In PSS, it comprises the products and services delivered to the client and the system of actors that coordinate and deliver the desired result.

Originated in Northern Europe and revealed for the first time in 1999 by Goedkoop et al. (1999), the concept of PSS is a special case of servitization (Baines et al., 2007) as they can "decouple economic value from material and energy consumption" (Ceschin, 2014), acting as a "dematerialisation strategy" (Azcarate-Aguerre et al., 2017). It combines tangible goods with intangible services to jointly satisfy specific customer needs (Tukker, 2004). Hence, the product on its own does not hold the entire value, "but is merely a mechanism through which a service can be delivered to a client" (Azcarate-Aguerre et al., 2017).

There are three main categories of PSS business models as shown in Table 2, all of them creating, delivering and capturing value differently (Reim et al., 2015): product-oriented, use-oriented services and result-oriented services. In this project the main focus is going to be in the intermediate service, the use-oriented one.

As introduced in Table 2, the focus of the service is on providing what the customer really wants, the actual functionality of the product or "the job to get done" for a continuous payment over a specific amount of time (McAloone & Andreasen, 2002; Christensen et al., 2007; Ceschin, 2014; Reim et al., 2015).

In order to maximize the use and durability of the product and establish a well-functioning PSS, the acquisition and development of "network tactics"

within the company is of vital importance (Reim et al., 2015). Many authors stress the importance of establishing a service culture as the foundation of any service-oriented company, as well as establishing it as a separate organizational unit "in order to gain momentum" (Paiola et al., 2013; Baines et al., 2007). The systemization of its functions relies on both the development of internal capabilities as well as the involvement of other stakeholders (partnerships or outsourcing) to deliver value to customers (Paiola et al., 2013; Manzini & Vezzoli, 2003; Reim et al., 2015).

	Product-Oriented	Use-Oriented	Result-Oriented
Value creation	Provider takes responsibility for the contracted services.	Provider is responsible for the usability of the product and service.	Provider is responsible for delivering results.
Value delivery	Provider sells and services the product sale and service (e.g. maintenance or recycling).	Provider assures the usability of the physical product along with the service.	Provider actually delivers the result.
Value capturing	Customer pays for the physical product and for the performed services.	Customer can make continuous payments over time.	Customer payments are based on outcome units; that is, they pay for the result.
Service examples	<ul style="list-style-type: none"> • Product-related services. • Advice and consultancy. 	<ul style="list-style-type: none"> • Product lease. • Product renting / sharing. • Product pooling. 	<ul style="list-style-type: none"> • Activity management. • Pay per service unit. • Functional result.

Table 2. Overview of the three main PSS categories. Source: (Tukker, 2004; Reim et al., 2015).

2.2.2. Benefits of a PSS

It is important to mention that this new model of production and consumption not only affects customers and the company offering the services, but also society at large (McAloone & Andreasen, 2002) (Figure 4). As underlined by Christensen and Tan (2000), this is what makes PSS an innovative approach to consumption as it "contains a difference (in relationship to existing products) that induces appropriate, valuable and desirable effects on the company, consumers and society".

This is why, in order to understand the potentialities PSS present in terms of synergies generated within the bigger picture of society and the environment, the following Figure 5-7, inspired by Cheschin's approach (Ceschin, 2014), will present the most important benefits in these categories: economic and competitive benefits, environmental benefits and socio-ethical benefits both for consumers and society at large.

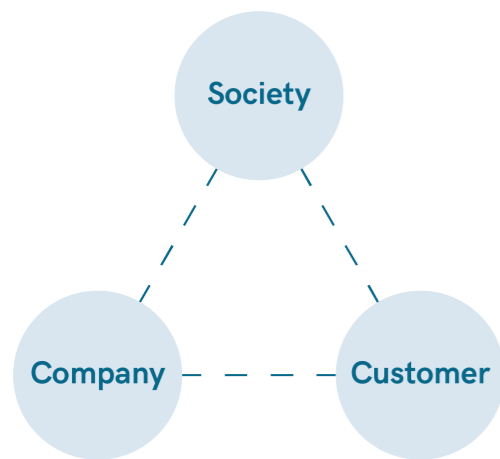


Figure 4. PSS's impact overview.

As shown in Figure 5-7, PSS can really contribute to an overall increase in the sustainable dimension of a company. It can not only offer customers a price-competitive alternative to the market, but also increase the company's product efficiency and speed of introducing innovations to the market (McAloone & Andreasen, 2002; Tukker, 2004). Many of the benefits mentioned are directly connected to MUD Jeans' Lease A Jeans service and are therefore going to be kept in mind as potential USP for consumers, differentiating them from their competitors in the sustainable jeans market.



Figure 5. PSS socio-ethical benefits (for consumers and society at large).

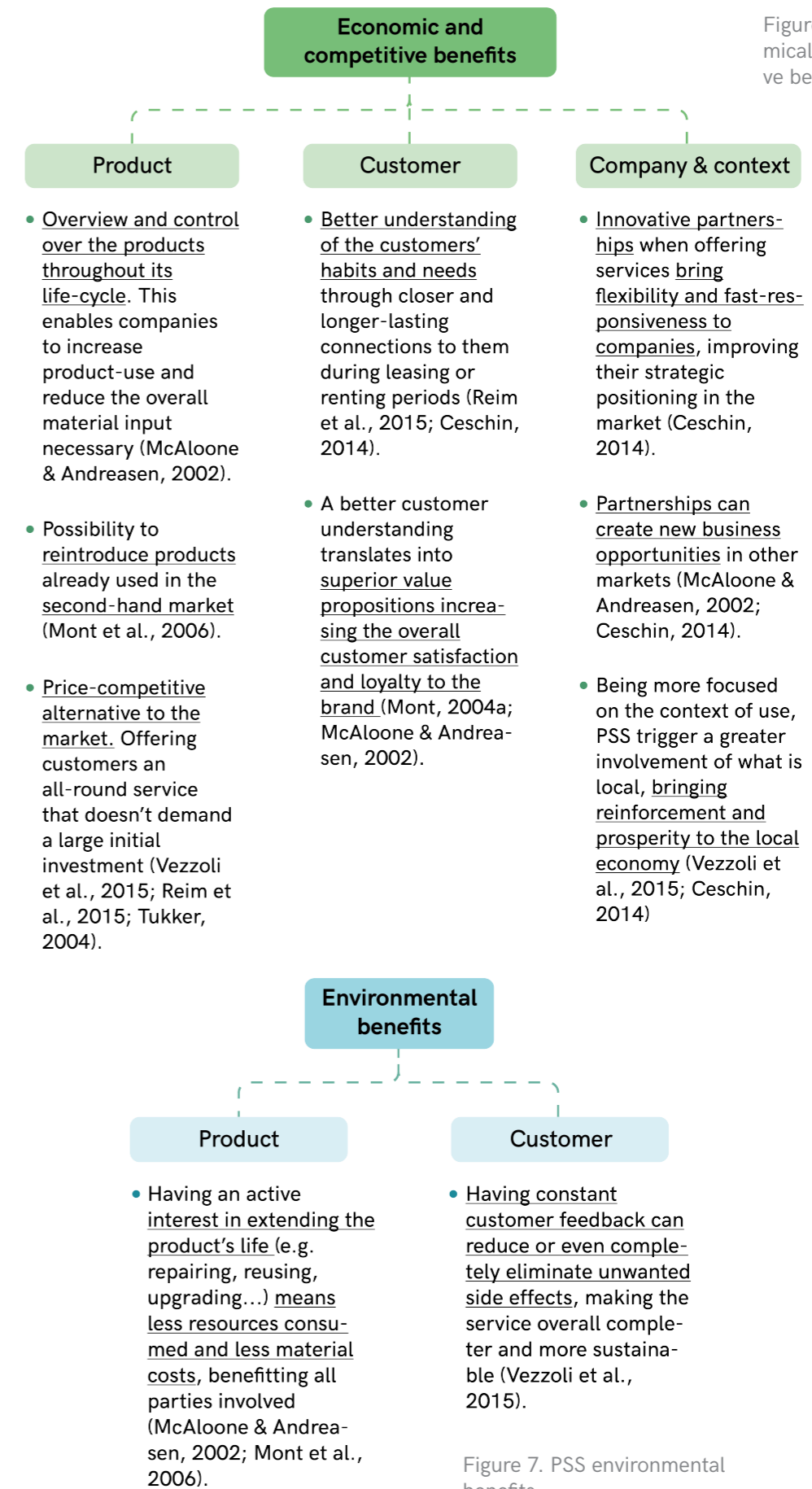


Figure 6. PSS economical and competitive benefits.

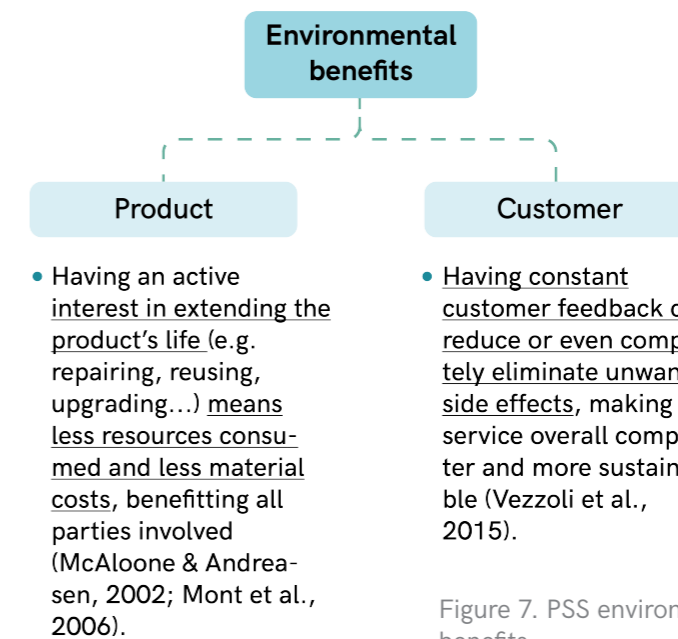


Figure 7. PSS environmental benefits.

2.2.3. Drivers and barriers of adoption of a PSS

In order to understand the reasoning behind the adoption of PSS in the consumer goods market, as well as the struggles that come with trying to implement it successfully, the following sections will be discussed: Internal and external drivers for companies, Impulses behind consumers, barriers for companies, and customers and context-related barriers.

In order to have a clearer overview of both drivers and barriers, four figures with the most important insights will be presented (Figure 8-11).

As shown in Figure 9, PSS can have a direct effect on the quality of life of consumers, eliminating or reducing their responsibilities and enabling them to fully

focus on their product experiences. Nonetheless, every opportunity comes with a price. As highlighted in Figure 10 and 11, PSS that are new and unknown to consumers in well-established markets like the clothing industry, can sometimes trigger doubt, uncertainty and lack of trust in the service, making it difficult for companies to stay competitive. What's more, in order to avoid careless behaviours among consumers, special attention has to be placed on the message send to consumers through the service offered, something that we will especially keep in mind for our design project.

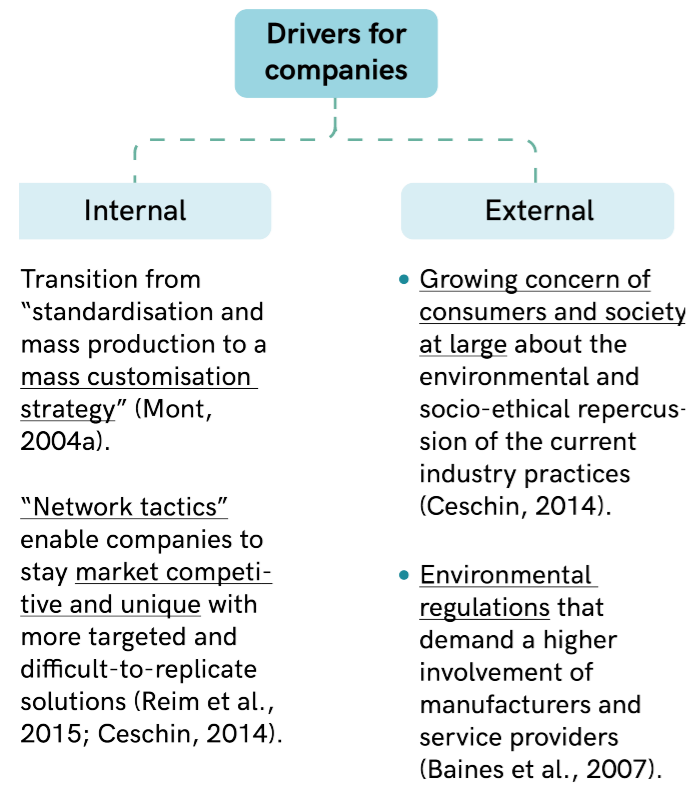


Figure 8. PSS drivers for companies.

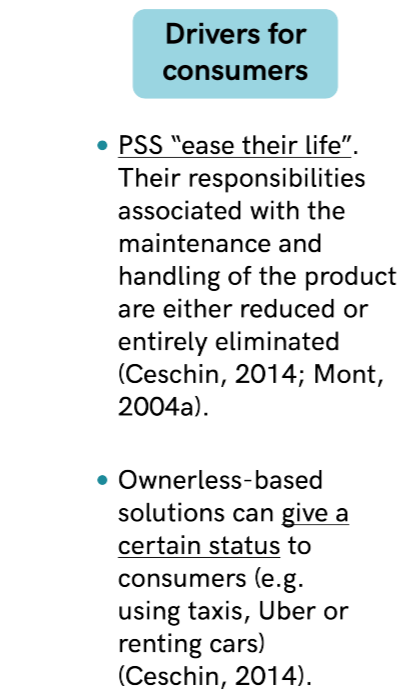


Figure 9. PSS drivers for consumers.

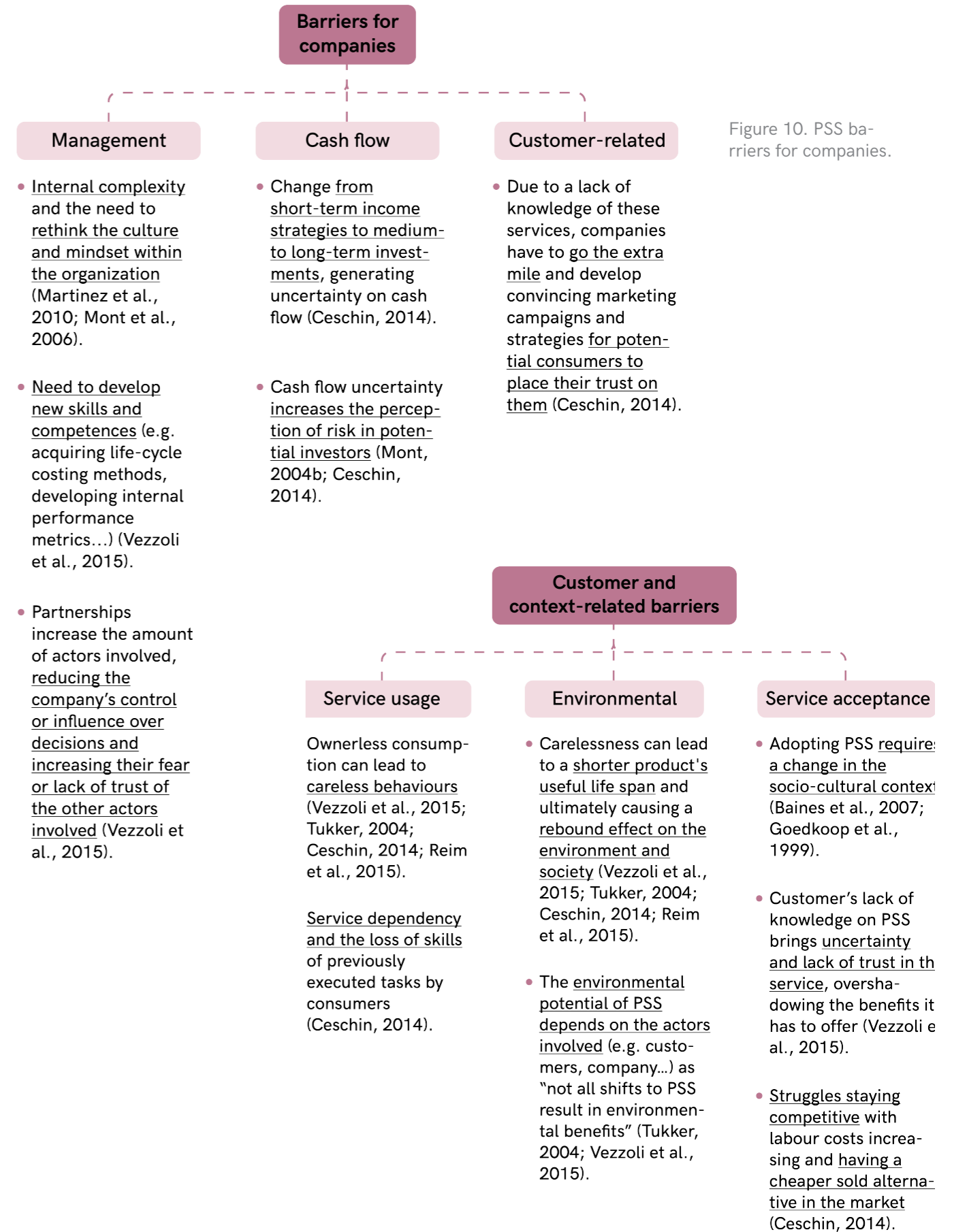


Figure 10. PSS barriers for companies.

Figure 11. PSS context-related and customer barriers.

2.2.4. Sustainable PSS and its environmental potential

Sustainability's principle is based on "fulfilling needs with the minimal material use and emissions" (Tukker, 2004). From a circular economy perspective, the potential of PSS lies "in the correct distribution of ownership, responsibilities, and interests throughout the supply chain" (Azcarate-Aguerre et al., 2017) or on what is referred to as "system optimization" (Manzini & Vezzoli, 2003).

The term used to describe the strategic model that is at the core of this project is Sustainable Product-Service Systems (S.PSS) and is defined as (Vezzoli et al., 2014):

"an offer model providing an integrated mix of products and services that are together able to fulfil a particular customer demand (to deliver a 'unit of satisfaction'), based on innovative interactions between the stakeholders of the value production system (satisfaction system), where the economic and competitive interest of the providers continuously seeks environmentally and socio-ethically beneficial new solutions."

In other words, in S.PSS it is in the producer's economic and competitive interest to continuously seek new environmentally beneficial solutions to maximize people's well-being and improve social equity and cohesion (Ceschin, 2014; Vezzoli et al., 2015; Widmer et al., 2018). The United Nations Environmental Program even called it "a win-win solution for the producer, user and the environment for both developed and developing countries" (Widmer et al., 2018).

However, designing, testing and implementing S.PSS is a complex task to complete (Vezzoli et al., 2015). Blindly and thoughtlessly applying CE principles without contemplating "the broader systemic effects", understanding the value created over a product's life-cycle, or considering all stakeholders involved

(customers, suppliers, service providers, consumers, natural environment and society at large, among others), can end up causing an undesired rebound effect (Widmer et al., 2018). Therefore, continuous experimentation and evaluation processes of "closed loop" designs are crucial for achieving S.PSS stability (Vezzoli et al., 2015), something that will especially be taken into account in this project.

Finally, it is important to add that the complexity characterizing S.PSS has led to some authors even considering them radical innovations¹ or "windows of opportunity", as they are able to challenge existing customer habits, regulations and organizational structures (Ceschin, 2014).

2.2.5. User acceptance: PSS as a new way of consuming

For a S.PSS to be successful, it obviously needs to be accepted in society as a valid consumption model. But consumer behaviour has been proven to be far more complicated than a mere rational response to a market price (Mont and Plepys, 2008). It is also not a matter of individual choice as it is influenced by internal and external drivers, social norms and institutional settings² (Vezzoli et al., 2015; Ceschin, 2014).

¹ Radical innovations: "transformative business models that seek to completely demolish and replace an existing industry or create a whole new industry. It takes an existing system, design or invention and turns it into something brand new. It may change the parts of the system, the processes of the system or both" (Tony Robbins, n.d.).

² Institutional settings refer to all the "structures of rules" that provide meaning and stability to social behaviours, shaping the everyday routines of people (Ceschin, 2014).

Therefore, the introduction and scaling up of S.PSS require "breaking down the routine behaviours that are daily reproduced by individuals, groups, business communities, policy actors and society at large". It is a matter of changing society's culture (Baines et al., 2007) or, what Ehrenfeld (2009) referred to as "the routine behaviour of groups and individuals that is reproduced over time and space".

The concept of "dematerialization" or the idea of breaking the link between the value delivered and the physical material that delivers it is still a contradiction to society's dominant and well-established norm of ownership (Baines et al., 2007). In a predominantly individualistic world, a person's identity is still mostly defined by the goods he or she owns. As stated by (Vezzoli et al., 2015), "the quantity and quality of accumulated goods is perceived as a measure of success in life, because it is an indicator of a certain position in society". Combining this mindset with an overall lack of knowledge and understanding of S.PSS, their benefits and life-cycle costs of the products they use, certainly make consumers hesitant to accept the ownerless-based alternative (Ceschin, 2014).

However, with an increasing demand for customizable and flexible product experiences, S.PSS are slowly gaining a leading role as a new way of making business. Through their services they have the opportunity to not only offer more value-driven experiences to customers, but also enable them (through long-term and more intimate connections) to have an active role in bringing the next innovation to life (Baines et al., 2007; Reim et al., 2015). Closer interactions and transparent communication strategies could positively influence customer's attitudes and behaviours towards ownerless consumption, slowly shifting society's mindset to a new normal (Reim et al., 2015).

SUMMARY PAGE

- The “functional economy” is an economy that focuses on creating “*the highest possible use value for the longest possible time while consuming as few material resources and energy as possible*” (Stahel, 1997).
- PSS, is a special case of servitization (Baines et al., 2007) as they can “decouple economic value from material and energy consumption” (Ceschin, 2014). It combines tangible goods with intangible services to jointly satisfy specific customer needs (Tukker, 2004).
- MUD Jeans’ Lease A Jeans model is a use-oriented PSS where the provider is responsible for the usability of the product and service while receiving a continuous customer payment over time (Table 2) (Tukker, 2004; Reim et al., 2015).
- The benefits of PSS not only affects customers and the company offering the services, but also the environment and society at large (McAloone & Andreasen, 2002) (Figure 5-7).
- One of the most important consumer barriers that affect new services (MUD Jean’s Lease A Jeans) introduced in well-established markets like the clothing industry, are doubt, uncertainty and lack of trust in the service, making it difficult to stay competitive (Figure 10-11). Careless behaviours can cause rebound effects on the environment and society at large (Figure 11).
- As a S.PSS, it is in MUD Jeans’s economic and competitive interest to continuously seek new environmentally beneficial solutions to maximize people’s well-being and improve social equity and cohesion (Ceschin, 2014; Vezzoli et al., 2015; Widmer et al., 2018).
- The concept of “dematerialization” is still a contradiction to society’s dominant and well-established norm of ownership (Baines et al., 2007), but with an increasing demand for customizable and flexible product experiences, S.PSS have the opportunity to deliver more personalized and value-driven experiences to customers while also enabling them to have an active role in bringing the next innovation to life (Baines et al., 2007; Reim et al., 2015).

WHAT’S NEXT?

Once having established a clear overview on the industry and underlying nature of MUD Jeans’ Lease A Jeans service, it is now time to understand the company and what the leasing service is all about.

2.3. MUD Jeans: an innovative approach to denim clothing

Today, almost everyone owns at least one pair of blue jeans. In the US alone, consumers buy an average of four jeans per year (Webber, 2018). Though being such a common clothing item, producing a pair of jeans is far from sustainable. Cotton, the main component in jeans, is an extremely resource-demanding material. For every kilogram of cotton, 7000 to 29000L of water are needed (Shirvanimoghaddam et al., 2020). Adding all the other extremely contaminating processes needed to obtain the finalised product makes denim production one of the most polluting items in fashion.

However, there is hope in the denim industry. Companies like MUD Jeans are bringing a new perspective to the denim industry worldwide, rethinking both processes and patterns of consumption.

In the following sections, the reader will be taken through who MUD Jeans is as a circular clothing company, getting to know what makes them unique and a circular leader in the denim market.

2.3.1. Company background

HISTORY AND CULTURE

MUD Jeans’ story began when 23-year-old Bert van Son, MUD Jeans’ CEO, moved to China to work in the textile industry. During his next 30 years of experience there, he saw it all. He experienced first-hand the impact of fast fashion in factory workers, the environment and society at large. All this motivated him to come up with an alternative way of doing fashion. He wanted to do things differently, especially for one of the most polluting items in everyone’s wardrobe (MUD Jeans, n.d.).

In 2012, Bert founded the Dutch denim brand MUD Jeans and just a year after launching his company, he introduced the “Lease A Jeans” model, an innovative and circular approach to offer “guilt-free consumption”. This leasing model allowed customers to

swap their jeans once worn out and recycle the materials into new jeans (MUD Jeans, 2019a).

The introduction of this new and radical ownerless model soon gained a lot of traction and media attention from all over the world (Pialot, 2013; Boudestein, 2013; HelloBiz, 2014; Ellen MacArthur Foundation, 2013; Blöpple, 2013). For the team it meant expansion. MUD Jeans grew its team to 15 employees and began selling jeans through their website and in more than 300 stores over 29 countries.

In January 2015, MUD Jeans achieved another stepping stone, officially becoming a Certified B Corporation. With this certificate MUD Jeans gained the prestige of being a business that uses its power as a force for good, solving social and environmental problems.

PURPOSE AND VISION

PURPOSE: “Doing less bad” in the fashion industry “is not good enough.” They believe that brands should use their power to actively try to create a positive impact in fashion and with that, empower consumers “to take matters into their own hands and show that ‘aesthetics’ and ‘ethics’ can go hand-in-hand” (MUD Jeans, 2019a).

VISION: “Approach life with sincerity and honesty. Involve nature and people in every decision, to share a thriving planet with each generation to come” (MUD Jeans, 2019a).

COMPANY’S MISSION AND SUSTAINABLE STRATEGY

MISSION: take the most beloved piece in everyone’s wardrobe – a pair of jeans – and make it circular. They believe there is a great future ahead for the fashion industry; one where the way of producing and consuming does not stand in the way of the environment nor that of future generations.

In order to achieve this goal, they developed the following three-pillar strategy (Figure 12):

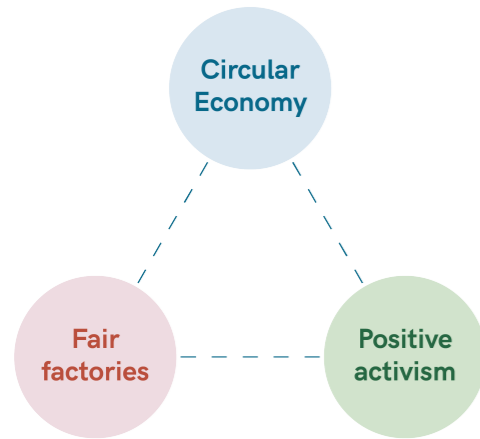


Figure 12. MUD Jeans' three-pillar strategy.

CIRCULAR ECONOMY

Always working on making products more sustainable both socially and environmentally. Currently working on making jeans 100% circular.

FAIR FACTORIES

Placing special attention to producing consciously will directly create a safer and healthier working environment for MUD Jeans' factory workers.

POSITIVE ACTIVISM

MUD Jeans wants to inspire others to start questioning the current status quo. They want to join forces with others and create change in the fashion industry.

2.3.2. Making jeans the MUD Jeans way

Cotton, the main fibre for jeans production, is also one of the most water- and pesticide-dependent crops. Cotton production accounts for a quarter of all pesticides used in the US, the largest exporter of cotton worldwide (Claudio, 2007). This is why the challenge of sustainability is particularly pertinent to denim. Some companies have tried to do their part transitioning from conventional to high-quality organic cotton, but even this kind of production remains highly water-and-chemical intensive (Brydges, 2021).

MUD JEANS' METHOD EXPLAINED

For MUD Jeans, collective responsibility is ingrained in all their actions. Their method aims to minimize the number of materials used while increasing the longevity of their products by reusing or recycling them once they have reached the end of its

useful life (Pandit et al., 2019). What characterizes the MUD Jeans method is (Figure 13) (MUD Jeans, 2019a; MUD Jeans, 2019b):

- **Circular Design:** circularity is the core of MUD Jeans' business model and it is ingrained in all their design stages. Their jeans are made out of 5 fabrics, one button and one rivet, for easy product disassembly once ready to be recycled.
- **Regionally produced:** (Figure 14) (next page): MUD Jeans operates through a simple and transparent supply chain that allows full control over the products and its production processes. Without the middlemen, MUD Jeans is able to keep costs down while offering high-quality denim wear.

- **High-quality, organic and vegan denim wear:** MUD Jeans follows the Slow Fashion movement by bringing a "seasonless" approach to their collections. They focus on longevity and on creating timeless pieces made out of high-quality and sustainably sourced denim (organic or recycled cotton).
- **Two consuming alternatives, leasing or buying:** MUD Jeans pioneered with their "Lease A Jeans" model as an alternative to buying. This model not only aims to prevent overconsumption, but also facilitates the recycling process of worn-out garments with their "take-back" scheme. This way they ensure they stay the owners of the raw material and get them back at the end of life, a benefit already highlighted in section 2.2.2.
- **Repair, upcycle and recycle:** MUD Jeans encourages consumers to wear and love their jeans as long as possible through their free repair service during their customers' leasing period and through their "take-back" programme, to both upcycle and recycle jeans.

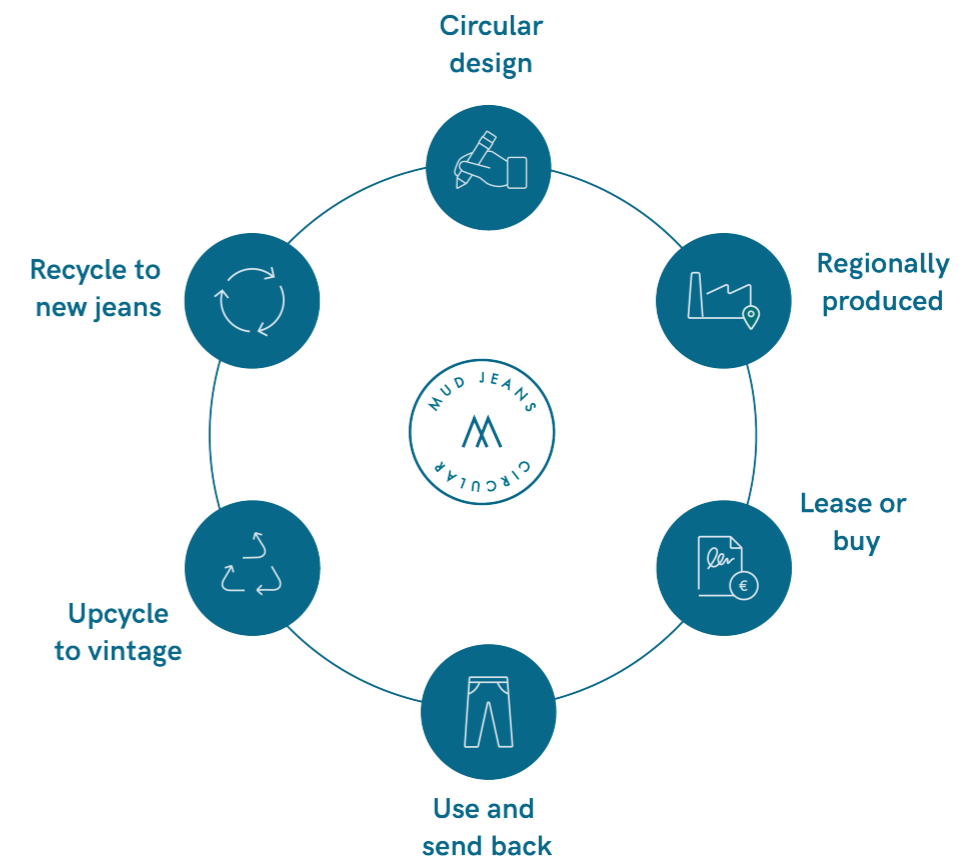
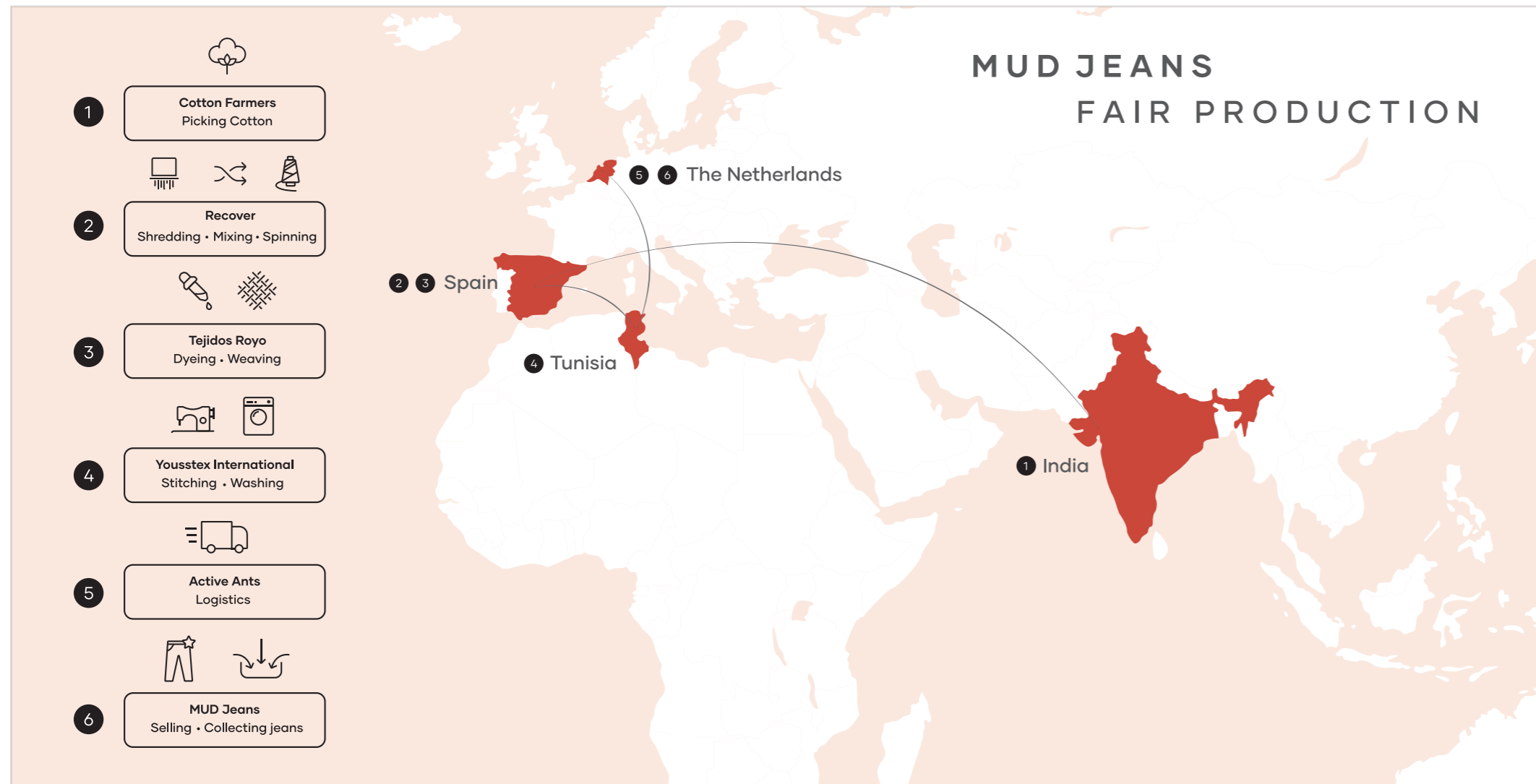


Figure 13. MUD Jeans' method overview.



Total savings per jeans compared to industry standards:

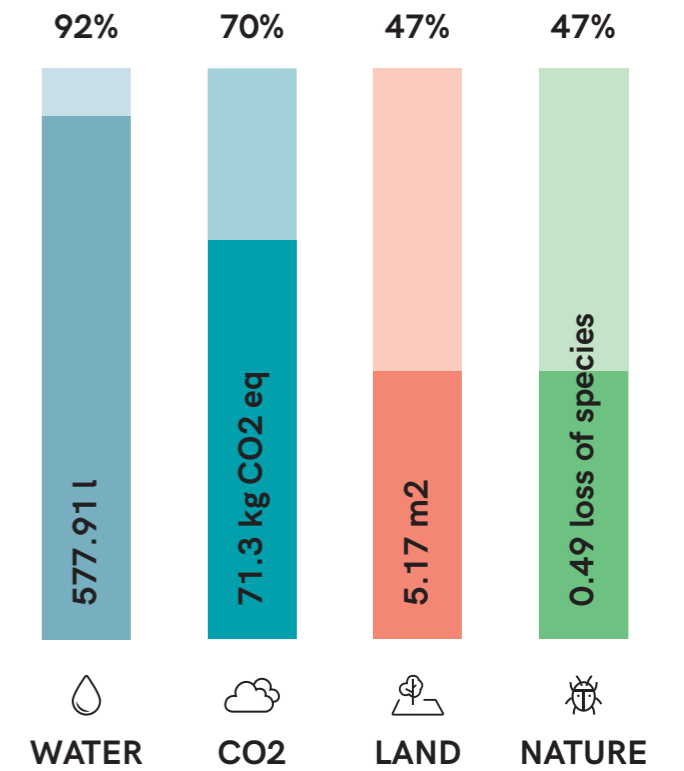


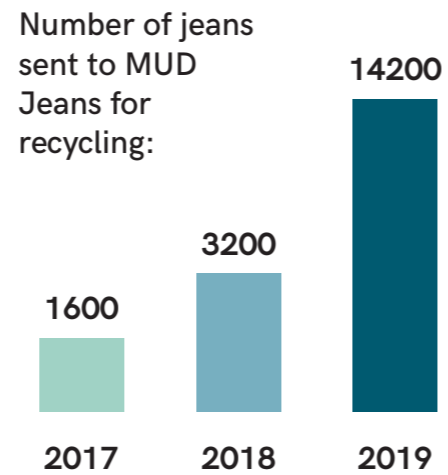
Figure 14. MUD Jeans' production process.

**SHOW ME THE NUMBERS:
MUD JEANS' ENVIRONMENTAL IMPACT**

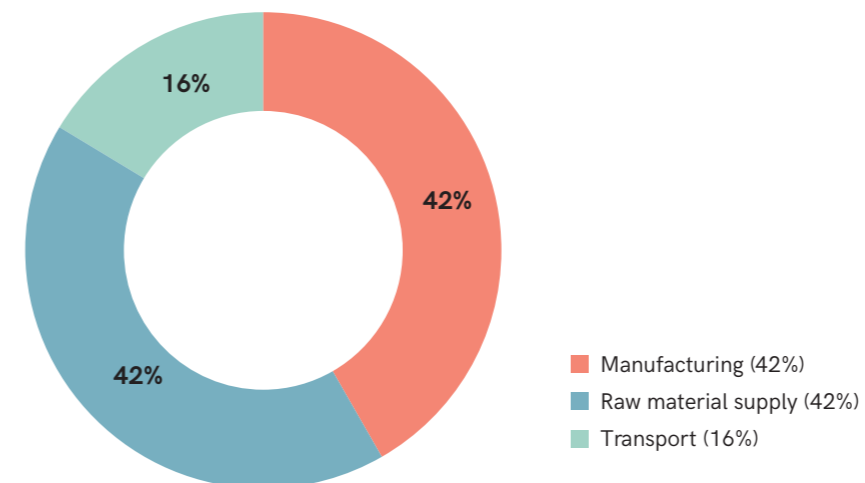
(Figure 15):

Figure 15. MUD Jeans's numbers of their impact on the environment (all data presented).

TOXIC FREE
CO2 NEUTRAL



Average total environmental price of a pair of MUD Jeans:



34500

Number of jeans sold in 2019

50%

Leased their jeans in 2020

2.3.3. Lease A Jeans: A new approach to fashion

As some studies suggest, selecting the right business model is a key driver for the fulfilment and market differentiation of a company (Reim et al., 2015). For MUD Jeans, the business model enabling that is their "Lease A Jeans" model.

As an introduction to the term leasing, a lease can be defined as a "contract by which a lessee acquires the use of an asset from a lessor for a period of time in exchange for a regular lease payment" (Qian & Burritt, 2011). In this service, the provider (MUD Jeans) keeps the ownership of the product and is often responsible for the maintenance, repair or disposal of the product. Leasing also helps the service provider have a better control of how the product is performing and how it is being used (Qian & Burritt, 2011).

An overview of MUD Jeans' "Lease A Jeans" service can be seen in Figure 16-18.

When a pair of jeans is recycled, it's life doesn't end there, it simply restarts. The recycled material is re-incorporated into a new pair of MUD Jeans and the cycle starts all again. Through this approach, MUD Jeans is able to ensure that there is no waste generated while keeping their resources in continuous use, staying efficient and generating a low environmental impact. Hence, MUD Jeans' process goes beyond being sustainable, it becomes fully circular (MUD Jeans, 2019b).

LEASE A JEANS OVERVIEW

One jeans
fully functional

9.95€/month
first leasing year

12 months
leasing period

Figure 16. Lease A Jeans overview.

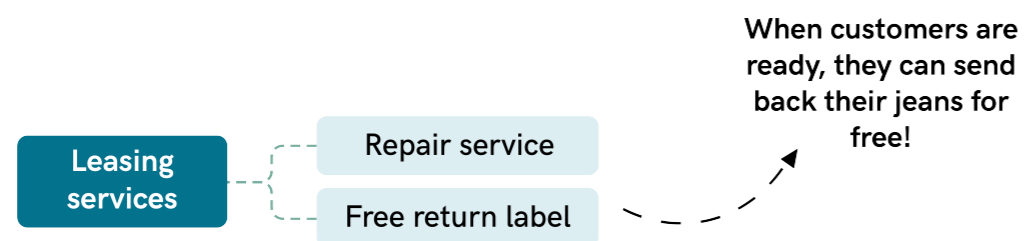


Figure 17. Services offered during MUD Jeans' leasing period.

LEASING PROCESS

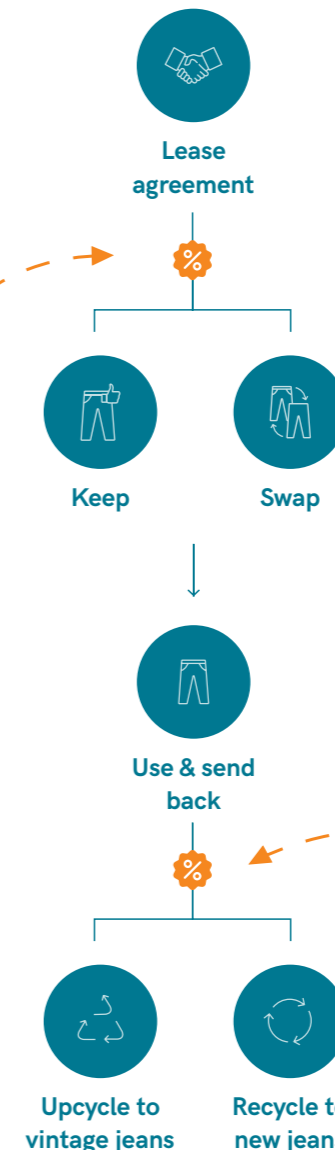
LEASE AGREEMENT

When starting a lease, customers agree to send back their jeans to recycle or upcycle once ready to do so.

DISCOUNT OPPORTUNITY!
For sending an old pair of jeans (it can be a pair of MUD Jeans or a pair of any other brand) made of 96% cotton or more, every leaser can *get their last leasing month for free*.

UPCYCLE OR RECYCLE

- If the jeans are still in good conditions, the jeans are sold in MUD Jeans' Vintage Collection for a price of 59€.
- If the jeans are too worn-out to be used, they are sent to MUD Jeans' recycling factory in Valencia, Spain.



KEEP OR SWAP

- **Keeping** a pair of jeans means that after your lease has finished, you automatically stop paying the monthly fee and the jeans are now yours. This customers decide to love and wear their jeans as long as possible. Once worn out, they can use their free return label to send them back to the MUD Jeans HQ.
- **Swapping** a pair of jeans means that you send your jeans back (with the free return label) and start a new 12-month lease for a new pair of jeans.

DISCOUNT OPPORTUNITY!
Once finished, *all successive leases will cost 8,95€* instead of 9,95€ per month. Leasers can *share their discount with friends and family too*.

Figure 18. MUD Jeans' leasing process overview.

2.3.4. Becoming leaders in sustainable and circular denim

At MUD Jeans, every aspect of the business is designed to fulfil the highest environmental and social standards. This is why, MUD Jeans counts with the following certificates (Figure 19-21):

CERTIFICATIONS



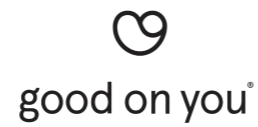
Figure 19. MUD Jeans' certificates.

PARTNERSHIPS / COLLABORATIONS



Figure 20. MUD Jeans' partnerships and collaborations.

AWARDS



Highest score for positive impact on people, animals and the planet (Pereira, 2020).



ABN AMRO Sustainable Retailer of the Year 2020-2021 (Emerce, 2020; Finance Innovation, 2020; Duurzaam Ondernemen, 2020).



"Highest Improvement" award 2020, becoming one of the top 5 B Corporations in the Benelux area (MUD Jeans, 2020).

Figure 21. MUD Jeans' awards.

SUMMARY PAGE

- MUD Jeans was founded in 2012 by current CEO Bert van Son and just a year after launching his company, he introduced the "Lease A Jeans" model.
- In January 2015, MUD Jeans officially became a Certified B Corporation, gaining the prestige of being a business that uses its power as a force for good, solving social and environmental problems.
- MUD Jeans' method, page 35 (Figure 13).
- Lease A Jeans service process, page 39 (Figure 18).

WHAT'S NEXT?

Now that we are familiar with the company, the service and the industry, it is time to get introduced to the project's methodology and approach, and to define the project's goals.

CHAPTER 3

PROJECT GOAL OVERVIEW

The project's specific goals are:

1. **Can the Double Diamond framework of innovation and a co-creational design approach improve MUD Jeans' Lease A Jeans service?**
 - Can we correctly identify MUD Jeans' leaser's desires and most imminent needs?
 - Can we successfully translate problems into suitable and appropriate solutions to MUD Jean's current needs?

2. **Can a strategic and product design approach help MUD Jeans improve the overall communication and service experience for leasers?**
 - Who are MUD Jeans' leasers? Why do they support MUD Jeans' Lease A Jeans service?
 - What are their thoughts on leasing? Did the service meet their expectations and needs? What are they missing/enjoying the most in the service? Are there any desires in MUD Jeans' leasers that are currently unmet?
 - What type of connection do leasers desire to have with MUD Jeans? Is the current communication strategy fulfilling their needs?

2. **Can a strategic and product design approach make MUD Jeans' Lease A Jeans service more approachable and understandable for new potential leasers?**
 - Is the "Lease A Jeans" model easy to understand? What are the main barriers to leasing? Is the service tangible enough?
 - What are customers' assumptions/thoughts on leasing garments?

CHAPTER 4

DESIGN APPROACH

Once the goal is clear, it is time to understand the methodology and approach followed throughout the project. In the following sections, the reader will be introduced to the reasoning behind choosing each and every one of the approaches.

4.1	Co-creation and generative design: introducing users in the design process.	44
4.2	Customer research methods	46

4.1. Co-creation and generative design: introducing users in the design process

In this project, due to MUD Jeans' Lease A Jeans S.PSS nature, following a generative design approach was key. As underlined by Sanders & Stappers (2013), generative design brings "the people we serve through design directly into the design process in order to ensure that we can meet their needs and dreams for the future. Generative design gives people a language with which they can imagine and express their ideas."

4.1.1. Underlying rationale and value of co-creation

Being a S.PSS, successfully creating value to MUD Jean's leasers comes hand-in-hand with having an understanding of the the context-dependent demand (e.g. users' and customers' needs) and supply side (e.g. technologies and processes that enable the service) (Niinimäki & Hassi, 2011; Steen et al., 2011). In order to achieve that, customers' role has to shift from being mere "value consumers" to becoming active "value creators" (Niinimäki & Hassi, 2011).

As quoted in Sanders & Stappers book (2013), "the key to successful doctor-patient partnerships is to recognise that patients are experts too". They are "experts of their experiences, their social circumstances, habits and behaviour, attitudes to risk, values and preferences". In other words, the knowledge of both the user and service provider is key to the success of any PSS. This is why the approach of this project is going to be rooted in co-creation, defined as "any act of collective creativity (creativity shared by two or more people)".

Co-creation will be used as a tool or technique to bring customers into the design process, as active and necessary partners (Niinimäki & Hassi, 2011; Steen et al., 2011).

Some of the most prominent benefits of following a co-creational approach that will not only affect the Lease A Jeans service, but also MUD Jeans' custo-

mer or user, and the company itself can be seen in Table 3 (Steen et al., 2011).

As shown in Table 3, there are many elements that we will be able to benefit from in this project while following a co-creational design approach. One that stands out is the possibility to bring new ideas and a fresh perspective to the project through the experiences and perspectives of others, both current and potential consumers. This will then enable us to bring higher-quality design solutions that will most probably increase the overall value and service satisfaction.

4.1.2. Co-creation in the design process: applying collective creativity

When applying co-creational practices in the design process, the term commonly used is co-design. All people are creative and, in order to bring that innate creativity to life, it will be our task to guide them through the different design phases of this project. MUD Jeans' customer will take the role of "innovator" or "expert of his/her experiences" and we will take the role of "facilitator", especially in the problem-discovery phase (Baines et al., 2007; Vezzoli et al., 2015; Steen et al., 2011; Sanders & Stappers, 2013).

It is important to highlight that the power of collective creativity is rooted in its inherent nature. As mentioned by Csikszentmihalyi (1997), "Creativity does not happen inside a person's head but in the interaction between a person's thoughts and a socio-cultural context", and this is exactly what makes co-design such a great tool in this project.

In this project specifically, co-design will be used in two specific stages in the design process (Sanders & Stappers, 2013):

- In the "fuzzy front end" or "problem-discovery" phase, characterized for having no structure or guidelines. In this exploratory

phase, problems and opportunities will be discovered through the eye of the consumer. The feedback of different customer segments will be included (not only leasers).

- In the "solution-design" phase, customers will take the role of "co-creators" of possible solutions as well as "critics" of the proposed designs.

	Benefits for Lease A Jeans service	Benefits for the service's customers or users	Benefits for MUD Jeans company
Improving idea generation	<ul style="list-style-type: none"> • Better ideas from users. Higher originality and value. • Better knowledge about user's needs. • Better idea generation (e.g. creative sessions...). 	<ul style="list-style-type: none"> • Possibility to participate in creative sessions. Feel included and heard. 	<ul style="list-style-type: none"> • Improve creativity. • Improve focus on users and their needs. • Better cooperation between people, organizations and accross disciplines.
Improving the service and project management	<ul style="list-style-type: none"> • Higer quality service definition. • More successful innovations solving customer's needs. Precise and reliable feedback. • Continuous product and service improvements. • Lower development costs and lower risk. • Reduced development time or time-to-market. 	<ul style="list-style-type: none"> • Better fit to their needs. Higher service satisfaction. • Higher quality service. • Unique and personalized service. 	<ul style="list-style-type: none"> • Customer growth in the service. • USP that differentiates them from the competition. • Contradict implicit assumptions of the service offered. Question ideas or views that were never verified in the first place.
Improving longer-term effects	<ul style="list-style-type: none"> • Overall more efficiency and effectiveness in the service. 	<ul style="list-style-type: none"> • Higher customer satisfafaction. • Higher customer loyalty. • Educating users. 	<ul style="list-style-type: none"> • More successful innovations. Better innovative practices (processes and capabilities). • Better relationship to customers. • More support and enthusiasm for innovation and change.

Table 3. Benefits of following a co-creational approach.

4.2. Customer research methods

In this project, a quantitative and qualitative data-gathering process will be followed. A mixed method approach will bring more diversity to the data gathered, something especially suitable when working in "fuzzy front end" scenarios like the one of this project (Daniel, 2016; Salvador, 2016; Choy, 2014).

Amid the COVID-19 pandemic, both of the customer research methods had to be executed through online platforms like Zoom, Skype or Hangouts. In the following sections, a more in-depth analysis of why these methods are the most suitable for this project will be presented.

4.2.1. Quantitative customer research

Quantitative (QT) studies are overall considered "deductivist" or "objectivist" methods of customer analysis (Salvador, 2016). They establish statistically significant conclusions of a population "by studying a representative sample of the population" (Lowhorn, 2007).

In PSS it is said that quantitative methods are a great means to understand the potential value customers demand and also evaluate "the level of service that is required" (Baines et al., 2007).

In this project specifically, the most suitable quantitative method that will be used is the survey.

An overview of the most important advantages and disadvantages is presented in [Table 4](#) (Daniel, 2016; Denzin & Lincoln, 2005; Liebscher, 1998).

As shown in [Table 4](#), the survey that we intend to create in this project is going to not only give us scientific and statistically significant results, but also bring valuable data easy and fast. To corroborate the results obtained and get a more detailed and insightful view on them, we will use a qualitative customer research study, explained in-depth in [section 4.2.2](#).

4.2.2. Qualitative customer research

For complex and dynamic contexts like the one of this project, qualitative (QL) customer studies have been proven to be of far greater use (Lowhorn, 2007). They observe events in their natural setting to discover the essence of such occurrences, making it an overall more inductive method (Salvador, 2016; Lowhorn, 2007).

The specific qualitative strategy that will be followed in this project is a semi-structured interview (audio and video) for the data gathering process, and grounded-theory for the analysis of this data, both processes known for being highly time-consuming by nature.

Following semi-structured interviews will bring openness to the conversations with consumers for interesting topics to arise. With regards to using grounded-theory as the analysis method, it is known for being a well-recognised systematic method of processing data and identifying recurring words, themes and concepts that can be developed into "theory" (Salvador, 2016).

An overview of the most important advantages and disadvantages is presented in [Table 5](#) (Bryman, 2012; Johnson & Christensen, 2014; Bos-de Vos, 2020).

As highlighted in [Table 5](#), the semi-structured interviews that are going to be carried out in this project will bring us closer to MUD Jeans' leasers.

They will provide us with a more personal and detailed perspective to their needs, complementing the data collected in the above mentioned survey and bringing a rich and complete view on who our leasers are and what their most imminent needs look like.

Advantages of QT studies	Disadvantages of QT studies
<ul style="list-style-type: none"> • Easiness to define and validate the results. • Possibility to generalize the data obtained (being statistically significant). • Scientific method by nature (placing emphasis on numbers and figures). • Save time and resources. Easy and fast to collect data. 	<ul style="list-style-type: none"> • Completely detachment of the researcher or designer from the group of participants studied, taking the role of an "observer" or "outsider looking in". • For participants, there is no room to have a deep contribution to the study. • Method not well suited to examine complex and dynamic contexts.

Table 4. Advantages and disadvantages of Quantitative studies.

Advantages of QL studies	Disadvantages of QL studies
<ul style="list-style-type: none"> • Obtain a more in-depth understanding of humans and their behaviours in the social context. • Closer connection between research and participants, providing the researcher with more varied and abundant data. 	<ul style="list-style-type: none"> • Issues of trustworthiness, consistency and transferability of the data gathered. • Data collected to be "too subjective and impressionistic, difficult to replicate" (Bryman, 2012). • Findings limited to the specific group of people studied (world considered as a dynamic place).

Table 5. Advantages and disadvantages of Qualitative studies.

CHAPTER 5

METHODOLOGY: THE DOUBLE DIAMOND

In this section, the reader will be guided through the methodology applied, followed by an in-depth description of all the design phases carried out during the project until the finalised and verified design proposal.

For this project, the methodology used is British Design Council's Double Diamond framework of innovation. The method consists of two diamonds: the first one represents the initial issue-exploration process (a more wide and deep divergent thinking); and, the second one focuses more on solving the issues discovered (a more action-oriented and convergent thinking) (Design Council, 2005). The four phases can be described as:

1. Discover

The goal of the discovery phase is to understand, rather than simply assume, what the problems behind the Lease A Jeans service are. In this phase, an analysis of the relevant competitors will be executed together with a quantitative and qualitative customer research. As shown in [Figure 22](#), it is a diverging phase, which means that a very high volume of data will be collected.

2. Define

Once the insights are gathered, they will be reduced to a number of well-defined problems. "Pain point" cards will be created to showcase these issues and, in order to select the most prominent ones for the following design phase, these pain point cards will be classified following different criteria.

3. Develop

The first phase of the second diamond will consist of the elaboration of a strategic plan to then brainstorm different design solutions to the problems selected. This phase will be executed in collaboration with the customers involved in the co-creation process and with some members of the MUD Jeans team.

4. Deliver

In this final phase, the first prototype proposition will be presented and refined through an extensive testing phase with consumers. Once the prototype is validated by consumers, members of the MUD Jeans team will conduct the final prototype validation process to then create an implementation plan for the design-solution proposed.

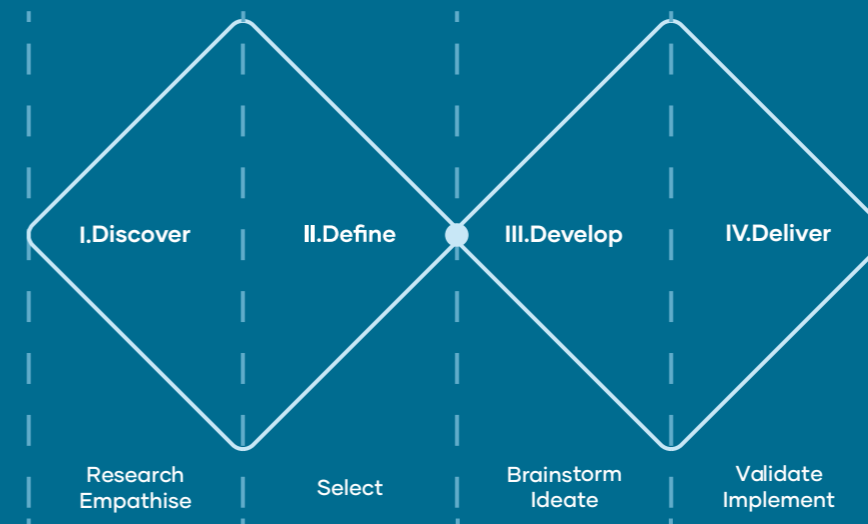


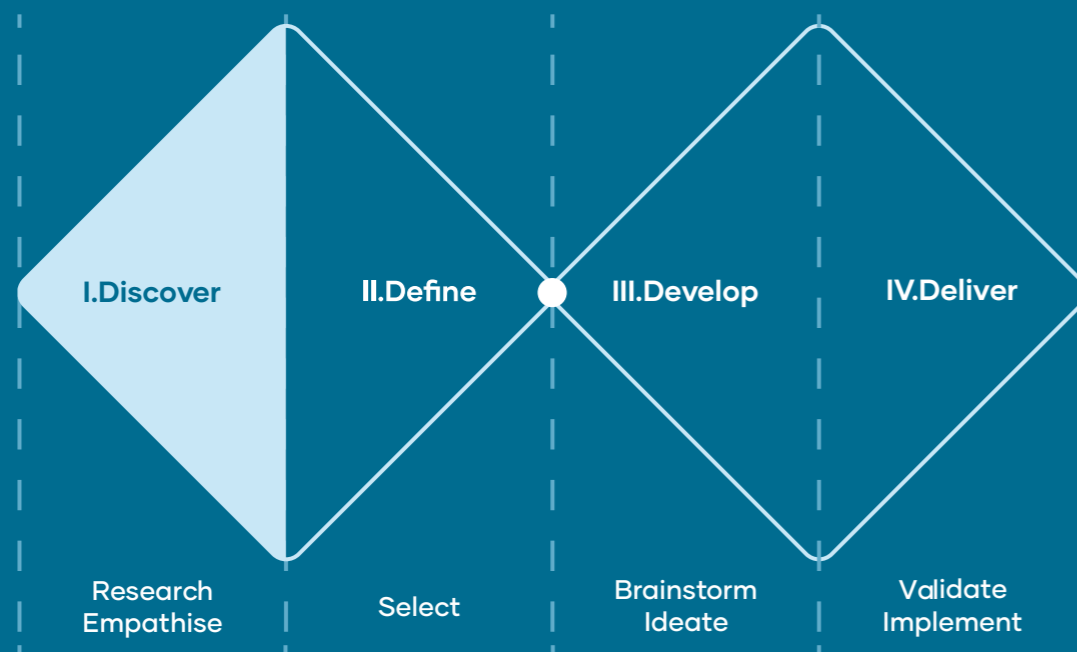
Figure 22. The Double Diamond framework of innovation

CHAPTER 5

PHASE I: Discover

Due to the complex nature of MUD Jeans' Lease A Jeans model, a well-structured discovery phase will be key to find the right problems and opportunities to address and work on in the next phases. Therefore, an in-depth study of both MUD Jeans' competitive field and customers (quantitative and qualitative) will be executed in the following sections.

5.1.1	Benchmarking: MUD Jeans' position in the sustainable jeans sector	51
5.1.2	Quantitative analysis: Understanding MUD Jeans' customers and target market	54
5.1.3	Qualitative analysis: Understanding leaser's needs and concerns	73



5.1.1. Benchmarking: MUD Jeans' position in the sustainable jeans sector

In order to get a better understanding of where MUD Jeans' Lease A Jeans service stands in the denim industry, a comparison with the most direct competitors will be executed together with an analysis of MUD Jeans' current customers.

A) COMPETITIVE ENVIRONMENT

MUD Jeans has four direct competitors (Kings of Indigo, Nudie Jeans, Kuyichi and Armed Angels) and two main indirect competitors (Levi's and Denham). What's more, even though not considered direct competition, it is important to add to the list the collaboration between Ganni and Levi's (Ganni Repeat) that launched in August 2020.

As this study is specifically focused on MUD Jeans' Lease A Jeans service, only the direct competitors and the GannixLevi's collaboration is going to be considered. MUD Jeans' direct competition are companies sharing most of the high-quality sustainable jeans market with them. The GannixLevi's collaboration is going to be considered for its PSS nature. A comparison of these companies is presented in [Table 6](#).

As shown in [Table 6 \(next page\)](#), all direct competitors place special attention on the sustainability of their processes and materials, making all of their jeans fit in a similar price range as well. However, not all MUD Jeans competitors are of the same size. Companies like Armed Angels or Nudie Jeans, for example, are overall bigger than MUD Jeans. They not only have bigger social media presence, but also sell more extensive product lines than the rest.

Regardless of company size or the extensiveness of their product line, there is one thing that stands out as a differentiating factor: the circularity of their products and the variety of services or initiatives included to enable it. Some companies like King of Indigo, Kuyichi or Armed Angels have started small initiatives to try to make a difference, but they are

still very much targeted actions that are not extended to all their product range. In King of Indigo's #reusetheblues project for example, the company wants to encourage consumers to reuse worn-out garments and upcycle them into new cool products like handbags or blankets. Another example is Armed Angel's "This is not a shirt, this is trash" initiative, a take-back programme that is producing new t-shirts out of old collected ones.

The only company like MUD Jeans that is taking a step further and applying a model to both increase the circularity and longevity of their products is Nudie Jeans. They not only offer an in-store repair service through their repair shops all across Europe, Asia, Oceania and North America, but also have designed the "Rebirth Capsule", a collection made out of worn-out garments collected through their repair centres across the world. What's more, some of the repaired clothes are sold through their "Re-use" shop online.

Although there are definitely some similarities between Nudie Jeans' and MUD Jeans' services (repair service or selling garments in a vintage or re-use collection), the term "leasing" is still something exclusively used by MUD Jeans. At least it was like that until August 2020, when Ganni and Levi's launched their partnership and introduced a three-garment rental-only collection. Starting at 40€/week, you could rent up to 3 items for a period of one to three weeks through the Ganni Repeat website. What is interesting about the "Love Letter" collection is that it focuses on storytelling through its clothing items. Through their partnership with SharpEnd, they have managed to incorporate a technology in their garments that enables consumers to see the journey their garments previously had (Bobb, 2020).

Even though there is no way to deny that this new model is an interesting alternative that might or might not be consolidated in the denim sector in the near future, MUD Jeans' Lease A Jeans model is still

quite different in its nature. Both of them are ownerless models, but while Ganni's Repeat one focuses on short-term experiences with garments for a high price-point, MUD Jeans focuses on long-term ones for a lower price. For this reason, even though the garment storytelling aspect could be considered of interest for MUD Jeans' Lease A Jeans model, there is no clear competitor in terms of value propositions among the established competitive field.

B) CUSTOMER PERSONA

In 2019 alone, MUD Jeans sold 34500 jeans. In 2020, 50% of their customers were leasers, introducing an interesting balance in the company.

Although there is still little knowledge of how their leasers are, MUD Jeans has defined a picture of who their target customer is. They are overall thought of as educated, creative and open-minded people that care about the environment and their physical wellbeing. They care less about possessions and more about experiences, and what brings them to MUD Jeans is a desire to make a difference in the fashion industry (MUD Jeans, 2019a).

	Direct competition					PSS alternative
	MUD Jeans	King of Indigo	Nudie Jeans	Kuyichi	Armed Angels	Ganni Repeat
Origin	The Netherlands	The Netherlands	Sweden	The Netherlands	Germany	Denmark
Sustainable strategy	Timeless and seasonless collections, no sales.	Two collections per year, also including sales.	Timeless and seasonless collections.	Seasonless collection, no sales.	Four collections per year, also including sales.	GannixLevi's "Love Letter" collection).
Jeans price	119 € - 149€ or 9,95€/month	99,99€ - 139,99€	119€ - 149€	100€ - 120€	99,90€ - 159,90€	Starting at 40€/week
Circular services/initiatives offered	<ul style="list-style-type: none"> Lease A Jeans service. Repair service. Vintage collection. 	<ul style="list-style-type: none"> #reusetheblues - upcycling project. Repair service. Vintage collection. 	<ul style="list-style-type: none"> Repair service. Re-use shop (sold 3521 jeans). Rebirth collection (post-consumer Nudie Jeans denim - collected 11,573 pairs). 	<ul style="list-style-type: none"> Utrechtse Jeans collaboration with De Rode Winkel - made of post-consumer denim. 	<ul style="list-style-type: none"> Repair guidelines (but no service). "This is not a shirt, this is trash" take-back programme. Also selling recycled t-shirts. 	<ul style="list-style-type: none"> Rental-only capsule collection. Customers can choose to rent one or multiple pieces for a period of 1-3 weeks at a time through the Ganni Repeat website.
Product line	All denim (jeans, shorts, skirts, jackets, dungarees...).	Mainly denim clothes (jeans, shorts, skirts, etc.), but also including others like jumpsuits, blouses and tees.	Denim and other clothes (jeans, shorts, jackets, shirts, tees, knit, sweatshirts, underwear...).	Denim and other clothes (jeans, shorts, dresses, sweaters, tees, shirts, jackets, belts...).	A whole selection of apparel, not specifically focused in denim (denim, tees, shirts, underwear, knitwear...). Also have a non-binary capsule collection.	Collection includes a pair of jeans, a shirt-dress and a shirt. However, they also offer other clothing in the Ganni Repeat (pants, dresses, tops, outerwear...).
Retail presence	North America (US, CA), Japan, Europe (North, Central & South), UK & IS.	Central Europe (NL, FR, GE, BE, AT), North Europe (DK, SE, FI) & UK.	Mainly Europe. Repair centres all across Europe, Asia, Oceania & North America.	Central Europe (NL, FR, GE, BE, AT, CH), South Europe (ES), North Europe (DK, SE) & UK.	N/A	N/A
E-commerce presence	Zalando.com, Aboutyou.com & their website (mud-jeans.com).	Bol.com, Zalando.com & their website (Kingsofindigo.com).	Zalando.com, Amazon.com & their website (nudiejeans.com).	Their website (kuyichi.com).	Aboutyou.com, Amazon.com & their website (armedangels.com).	Their website (repeat.ganni.com).
Social media	46.500 followers	38.900 followers	215.000 followers	12.000 followers	217.000 followers	920.000 followers
Sustainable practices in production	Responsible Production, Carbon Positive, Recyclable packaging. Works with 4 partners of 3 different countries.	Responsible production, CO2 neutral, recyclable packaging. Works with 53 suppliers in 9 different countries.	Responsible production, CO2 Neutral (offsetting strategies), recycled packaging (80% recycled plastics). Production in 8 different countries.	Responsible production. Works with 28 suppliers of 8 different countries.	Responsible production, CO2 Neutral (offsetting strategies). Works with 13 suppliers from 4 different countries.	Jeans produced according to Levi's production standards (not specified how). Using RePack packaging.
Material innovation & sustainability	Uses organic and recycled cotton. Working on developing 100% recycled cotton jeans. No leather label.	Uses organic cotton, and recycled and innovative man-made fibres. Garments made of RE-GEN (100% recycled cotton).	Uses 100% organic cotton but still uses leather in garments.	Mostly uses organic cotton, but also uses recycled cotton, vegetable tanned leather and, in some cases, polyester.	100% organic cotton (Detox Denim collection), recycled plastic, Undyed collection (no toxic dyes)...	100% pre-consumer waste from leftover Levi's® 501® denim. Garments in this collection are upcycled patchwork denim.
Certifications (most important ones)	<ul style="list-style-type: none"> PETA Vegan Approved. GOTS, OCS, GRS certified cotton. Cradle to Cradle. B Corporation. 	<ul style="list-style-type: none"> PETA Vegan Approved. GOTS, OCS, GRS certified cotton. 	<ul style="list-style-type: none"> Fairtrade, GOTS and GRS certified cotton. 	<ul style="list-style-type: none"> PETA Vegan Approved. GOTS, OCS, GRS certified cotton. 	<ul style="list-style-type: none"> PETA Vegan Approved. Fairtrade, GOTS certified cotton. 	<ul style="list-style-type: none"> N/A.

Table 6. Benchmarking analysis of competition.

5.1.2. Quantitative analysis: Understanding MUD Jeans' customers and target market

After getting a better idea of where MUD Jeans' Lease A Jeans model stands within its competitive context, now it is time to get a clearer overview on how this service is viewed from the inside and the outside world. This section describes how a survey was used to really get a wide and in-depth view of the service.

A) GOALS OF SURVEY

- Gain knowledge on the barriers for people not trying out Lease A Jeans.
- Understand who MUD Jeans' leasers are, how they experienced/are experiencing leasing, and what their main struggles and most prominent needs are.
- Get a list of leasers to interview and potentially join the co-creational process.

B) TARGET

In order to have a broader picture of both the internal (what works and what doesn't) and external perception of MUD Jeans' Lease A Jeans service, the study was targeted to the following audiences:

1. People that never heard of MUD Jeans*:

- **Non-supporters that care about sustainability (N-S)**

*The reason for not including the whole population in this group is because, as shown in the previous section, MUD Jeans' market is quite niche and selective. Therefore, being environmentally- or sustainability-conscious was considered as a must-have in order to be included in the study.

2. People that have heard of MUD Jeans:

- **Supporters (S)**
- **Buyers (B)**
- **Leasers (L)**

C) METHOD

This study was done through an online survey, using Typeform's software.

In order to obtain a **statistically significant or valid result**¹ (considering a confidence level of 95% and 4% margin error), it was determined that the amount of **responses needed were 601 or more**. The math behind this number can be found in [Appendix A](#).

D) SETUP

The survey was purposely designed to segment the audience depending on their responses in order to make the experience as personalised and human as possible, overall increasing the survey completion rates. This was achieved using logic jumps in Typeform. Moreover, questions were organized in order of priority, from more to less important.

Regarding the types of questions included in the survey, the most used ones were: multiple choice, rating scale and open-ended questions. Open-ended questions were used quite frequently to gain more descriptive and in-depth customer knowledge.

Even though the questions were specifically targeted to one of the four groups mentioned above (N-S, S, B, L), there were overarching topics or sections that were included as shown in [Figure 23](#).

¹ Being statistically significant means that the study includes a representative sample of the population of what is being studied.

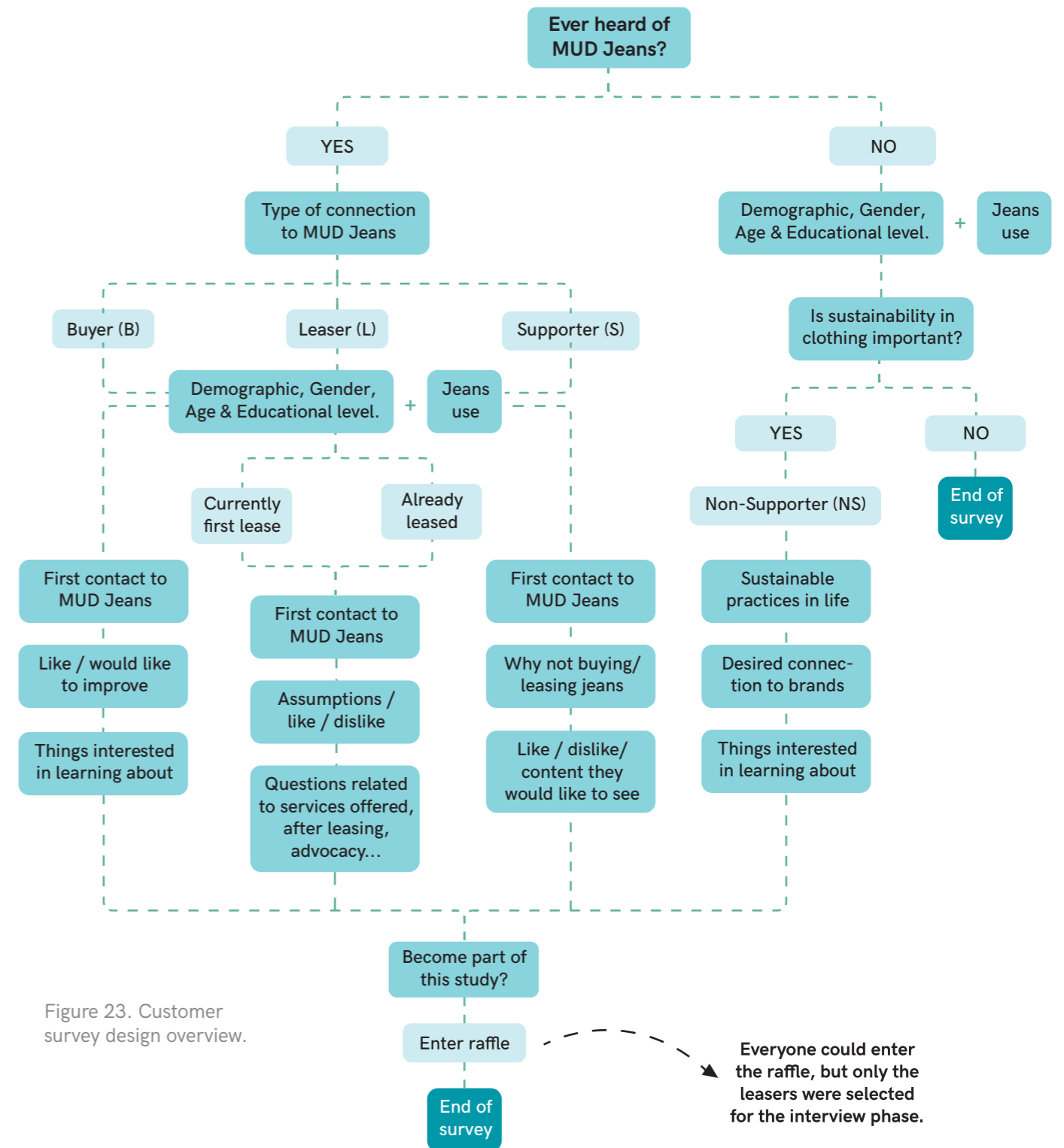


Figure 23. Customer survey design overview.

E) PRE-TEST

In order to make sure that the survey was ready to be shared, a pre-test was conducted beforehand to correct possible mistakes. Two MUD Jeans employees and some family members filled out the survey and the following changes were applied:

- The introductory description to the survey was reduced and an estimated completion time was included, to give respondents a clear overview of the survey's length.
- Include the raffle of a special price at the end of the survey to trigger a higher participation and completion rate (Figure 23).
- Highlight in bold the most special words in the questions asked (e.g. What **caught your attention** about MUD Jeans? Or Did you feel the **need to repair** your jeans during the leasing period?).
- Include some suggested extra options to choose from in some multiple-choice questions.

F) DISTRIBUTION

In order to make sure that the survey participants fitted the target group, the distribution channels were carefully selected. The basis criteria of channel-selection were:

- To have a direct or indirect connection to sustainability or environmentally-conscious practices.
- To have presence in the countries in which MUD Jeans currently operates (NL, GE, FR, UK, BE, ES...).

The survey was shared through MUD Jeans' social media platforms and through sustainable Facebook, LinkedIn and WhatsApp groups and was kept open for a period of two weeks.

As a result, 620 people participated, meeting the initial target of 601 participants needed. For each of the targeted groups, the participation was as follows:

- Non-supporters that care about sustainability (N-S) = 173
- Supporters (S) = 182
- Buyers (B) = 96
- Leasers (L) = 169

In Figure 24, an overview of the demographics of all participants and leasers specifically can be found.

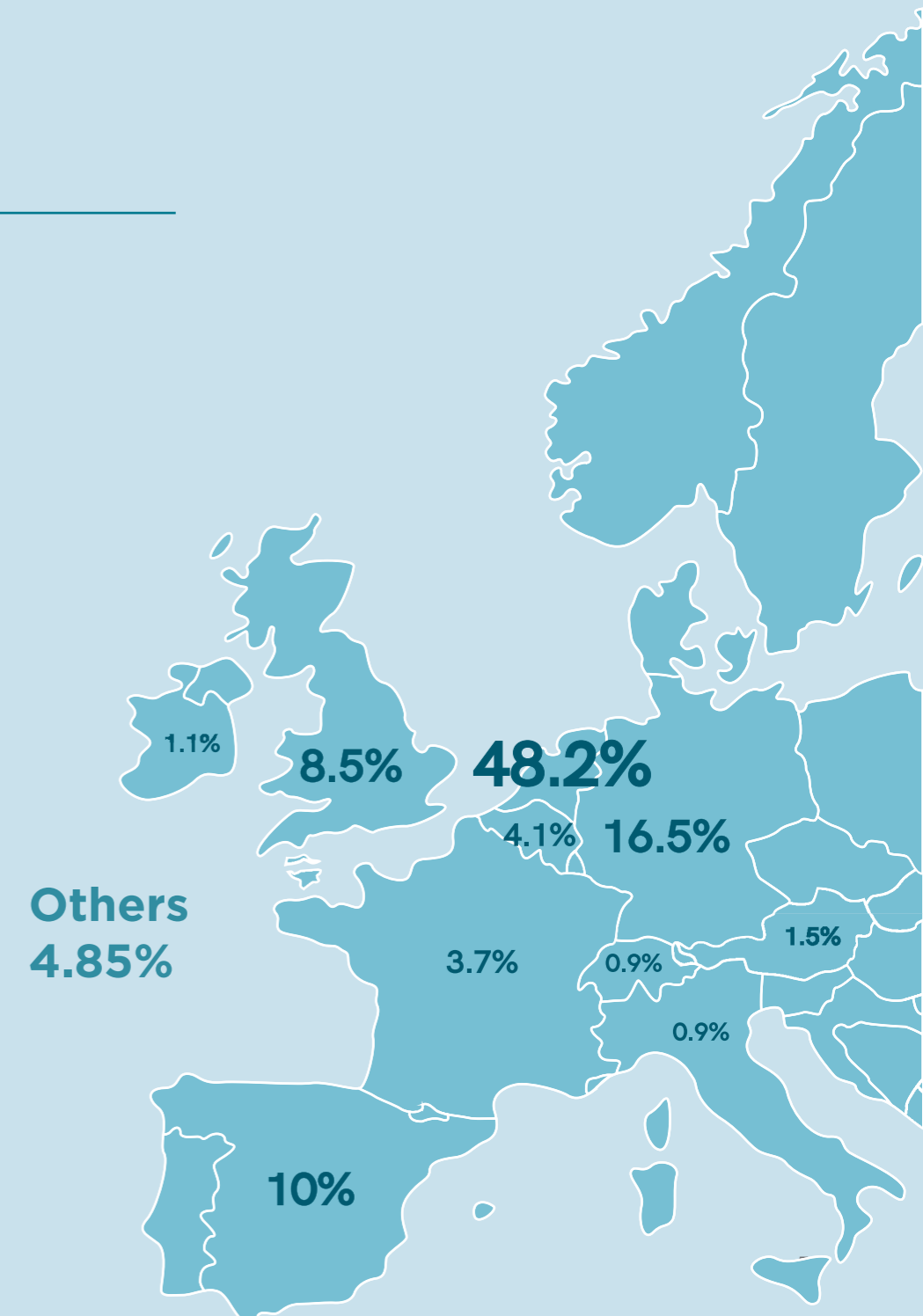
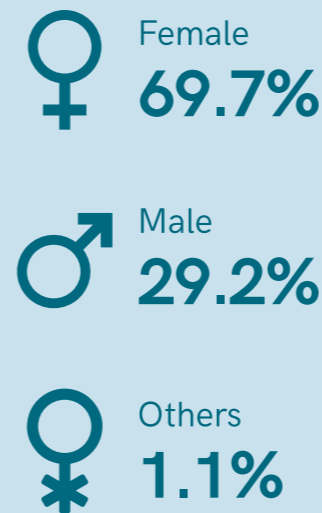
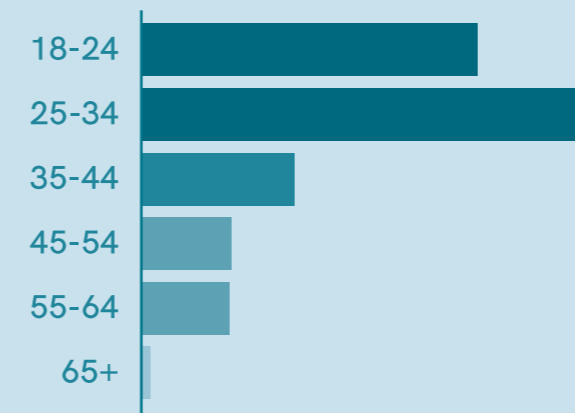


Figure 24. Demographic overview of the survey respondents.

G) PROCESSING OF THE INFORMATION GATHERED

As mentioned above, the types of questions used were multiple choice, rating scale or open-ended questions. While the results of both multiple choice and rating scales were easy to discover, finding patterns in open-ended questions required a specific method: all the reasons given by participants were clustered and then labeled depending on the information included.

H) RESULT OVERVIEW

Once clustered, it was time to take a more in-depth look at the results obtained. It is important to mention that the insights gathered that don't directly affect the research are going to be shown in [Appendix B](#).

In this section, participants' responses will be grouped following the original organization (N-S, S, B, L) and a list of the most important insights will be presented and discussed. The theme of the questions asked to the different target groups are similar in nature, but as the reader will see, there is no question repeated among the groups. The intention of the questions formulated is different for every target group. The insights go as follows:

NON-SUPPORTERS (173)

INTENTION: what do they value in brands in order to support them and what type of information are they interested in being driven towards.

I. Respondents demand direct and transparent communication regarding the sustainability of the garment bought or leased (Figure 25).

Although there wasn't an overarching theme in the respondent's answers, they showed a clear desire for companies to be more transparent and showing more of the behind the scenes of the final product. Respondents clearly want to get the numbers behind the products to then decide whether it is worth supporting the brand or not (e.g. "I want to know the origins of the fabric, who produces, where it is produced, and why does this sound particular brand stand out from all the others that advertise with being "sustainable").

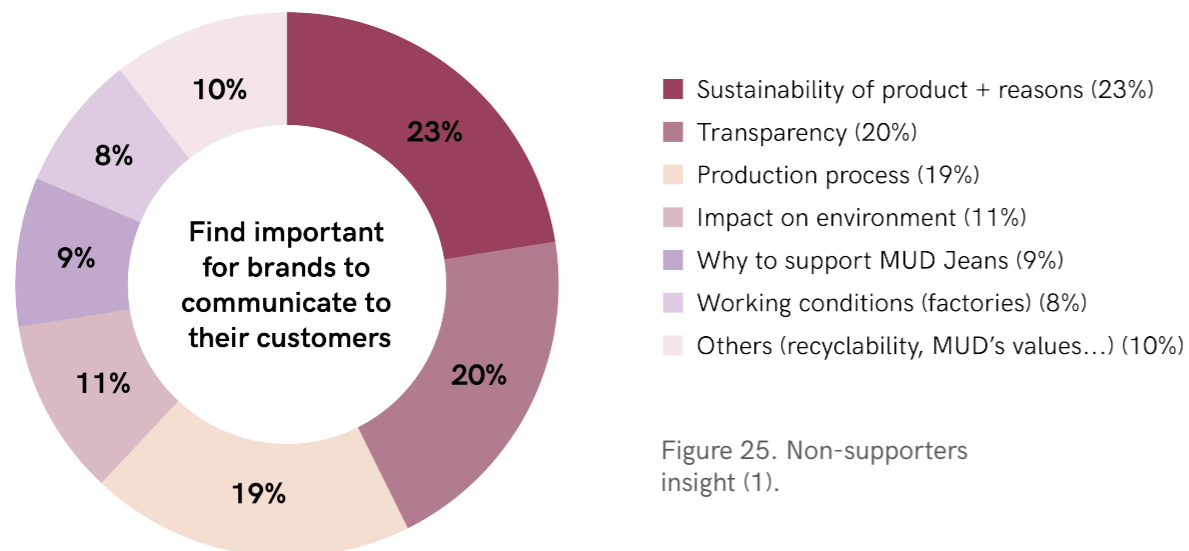


Figure 25. Non-supporters insight (1).

II. Respondents value high-quality, affordable and timeless jeans designs the most (Figure 26).

This insight can also be corroborated by the study made by Pandit et al., (2019), where the quality of a garment was also proven to be the most important attribute.

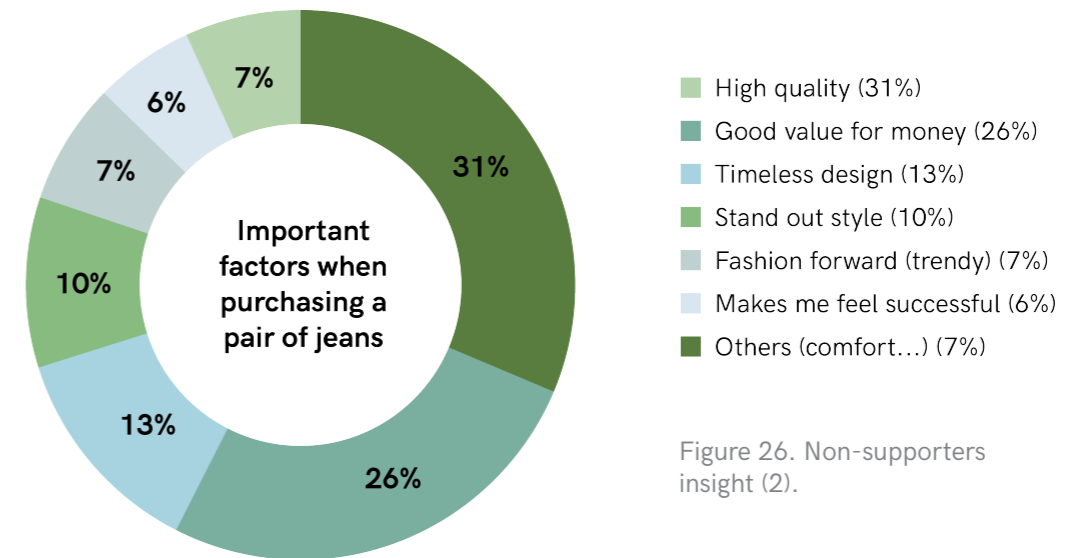


Figure 26. Non-supporters insight (2).

III. Respondents' interest in sustainability is highly influenced by friends and family (Figure 27).

Almost 1/3 of the respondents started getting interested in sustainability by the influence of friends and family. This insight shows the importance of word-of-mouth or referral marketing among consumers. Online articles and social media also show the importance of having a strong presence online, representing together 43% of the answers.

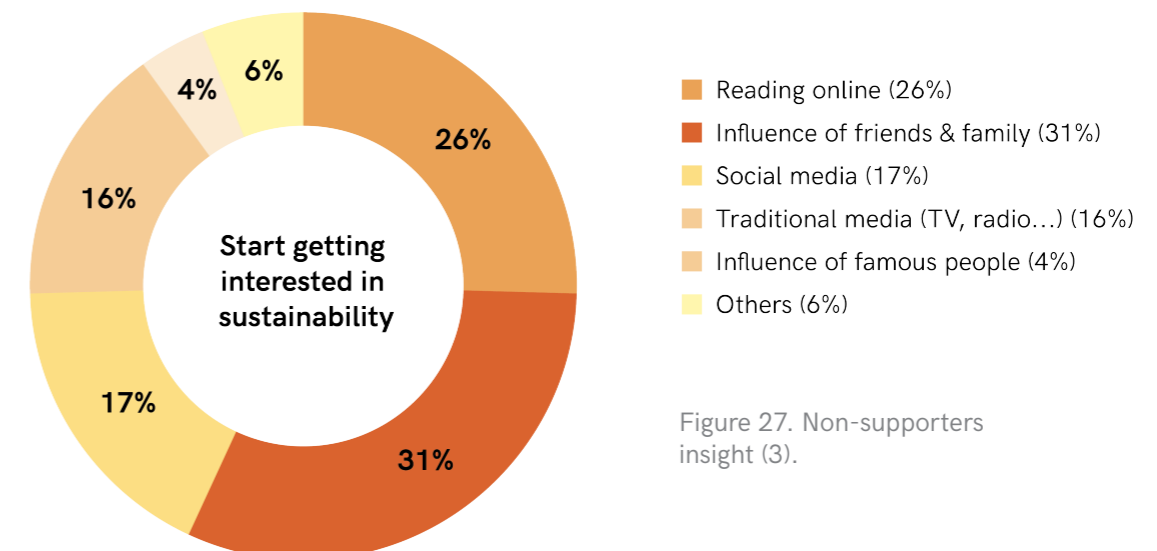


Figure 27. Non-supporters insight (3).

IV. Sustainability affects all facets of a respondents' life and 96% of them are highly interested in improving their sustainable practices too (Figure 28).

From the 173 respondents, 96% showed interest in learning how to improve their sustainable lifestyle through a variety of formats going from the written word to video and audio. Online articles, infographics and videos showed to be the easiest to digest for consumers. There is however also great interest in getting to know other people's stories with their garments.

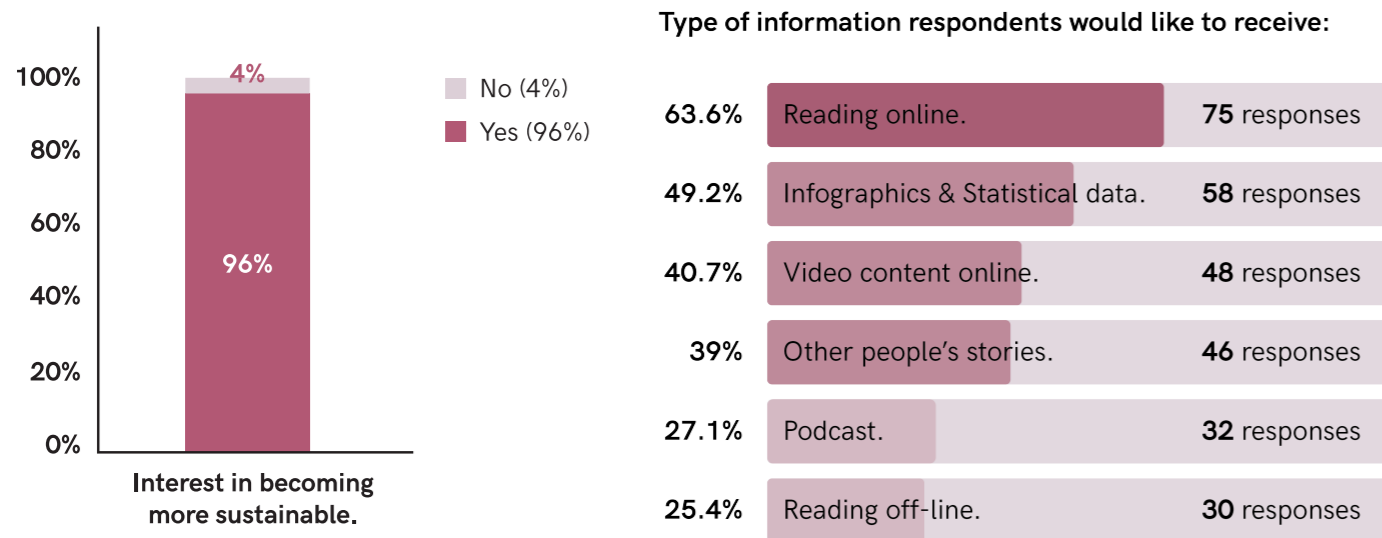


Figure 28. Non-supporters insight (4).

SUPPORTERS (182)

INTENTION: learn how they were introduced to MUD Jeans, what they would like to be informed about and why they haven't purchased/leased a MUD Jeans yet.

I. Respondents generally first hear of MUD Jeans online (through social media and online articles) or through friends and family (Figure 29).

Proving what was already mentioned by N-S, online presence and referral marketing clearly stand out as two of the main mediums to attract new potential customers.

The respondents' connection to MUD Jeans:

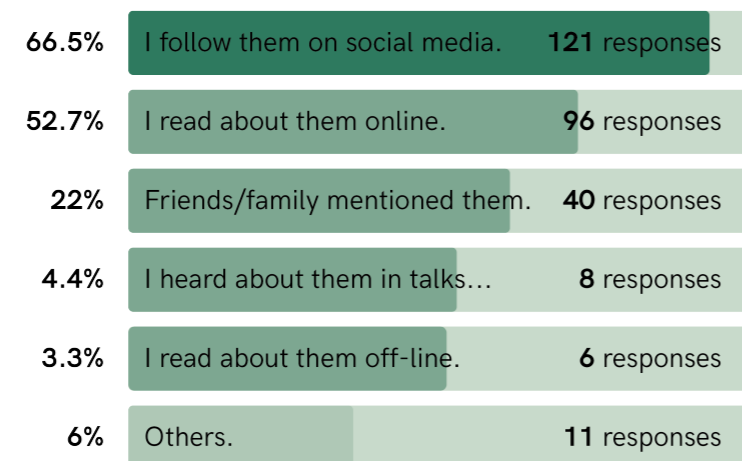


Figure 29. Supporters insight (1).

II. Respondents are interested in MUD Jeans' Lease A Jeans model, but it is complex and a novelty for many (Figure 30).

When asked about what caught the respondent's attention, it was interesting to see that, after sustainability, the second biggest one was MUD Jeans' Lease A Jeans service (16%). Respondents showed interest in it through answers like: "That they can be leased, which is a novelty for me" or "Their battle against the overly polluting fashion industry (especially jeans) and cool initiative of being able to lease your jeans".

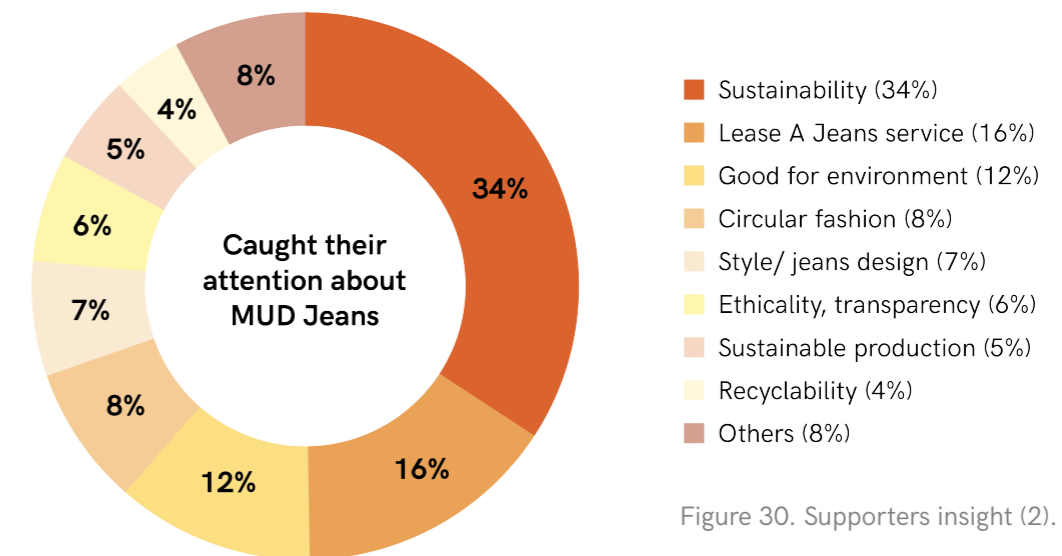


Figure 30. Supporters insight (2).

III. MUD Jeans price and the incapacity to try a pair of jeans before buying or leasing are great barriers for the respondents not supporting MUD Jeans (Figure 31).

Almost 30% of the respondents are taken back by MUD Jeans' price tag for a pair of sustainable jeans, especially students (e.g. "I'm currently a college student so I don't have that much money. But I would love to buy a MUD jeans"). What's more, there is hesitation among respondents with the idea of buying such a personal item of clothing online. Many respondents also share their struggle to find the right fit (e.g. "I don't have any good experiences when buying pants online. They never fit").

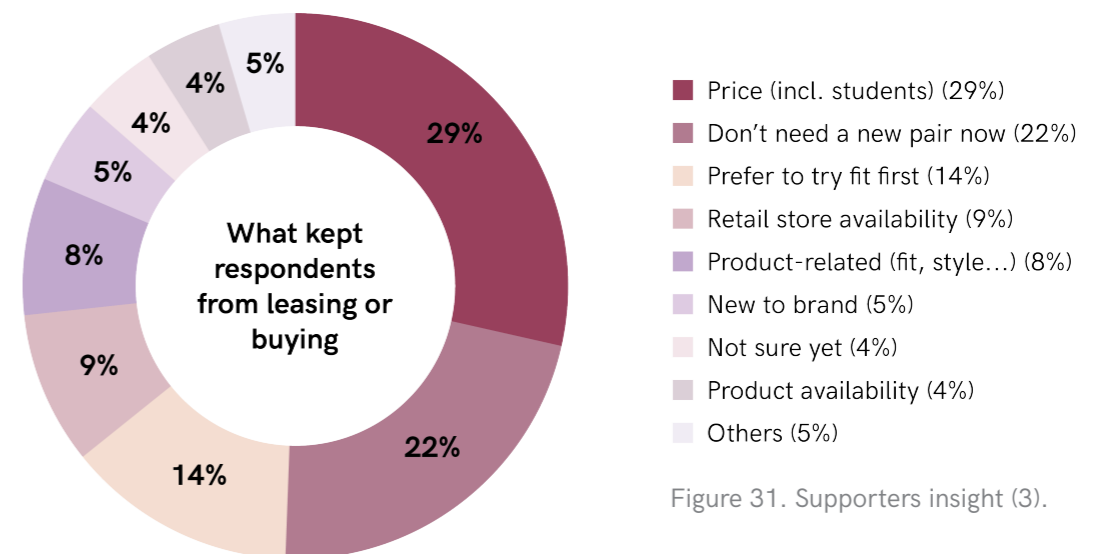


Figure 31. Supporters insight (3).

IV. Respondents are interested in receiving more information regarding the overall commitment, circularity and sustainability of MUD Jeans (Figure 32).

Although there is great variety in the respondents' interests, similar to what was mentioned by N-S, supporters have an overall great desire for more transparency and inclusiveness in MUD Jeans' communication of their products, production processes and mission as a force for good, among others (e.g. "I would love to see even more explicative videos about the fabrication and I would love to know more about the people behind the brand"). Additionally, respondents showed interest in expanding their knowledge on sustainable practices to other fields of their life (e.g. "Tips about other kind of sustainable clothing you do not produce"). Finally, it is interesting to see a consistent pattern (also mentioned by N-S) with regards to having customer testimonials of their experiences with leasing and their products.

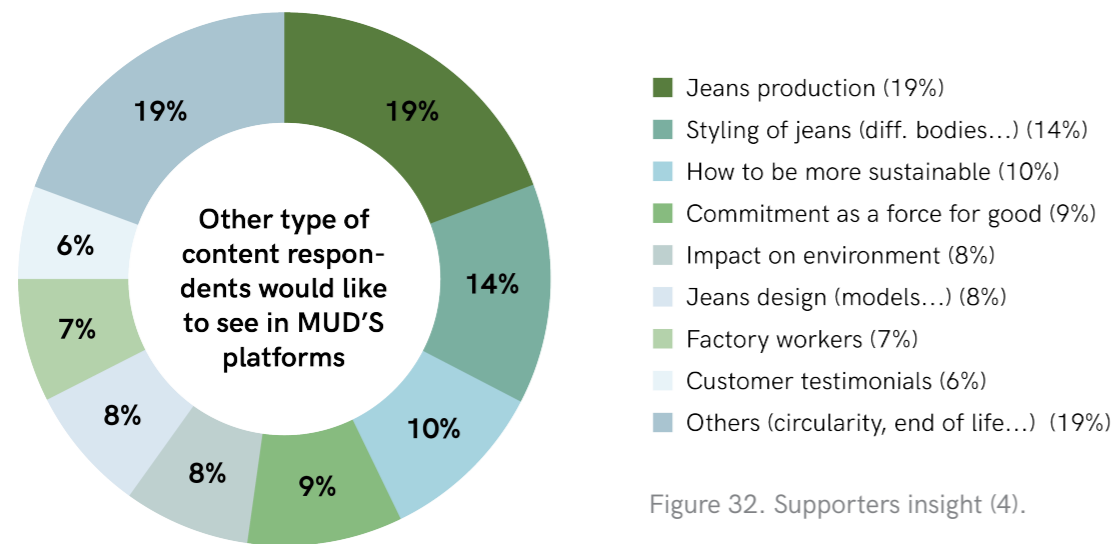


Figure 32. Supporters insight (4).

BUYERS (96)

INTENTION: get to know their overall experience with MUD Jeans as a brand and the type of changes they would like MUD Jeans to create in order for them to love the brand even more.

I. Respondents desire improvements in the quality and style of the jeans, more transparency in their supply chain and improvements in the website (Figure 33).

There is an overall desire to incorporate improvement in the product line, specially regarding quality, style and variety of clothes (e.g. "Some jeans are outdated, would like new trendy jean styles"). Again, showing more "Behind the scenes" of both the production and supply chain of MUD Jeans is desired by these respondents as well: (e.g. "Who Made the jeans"). The website is also mentioned as an element with room for improvement (e.g. "Informations easier to find on the website").

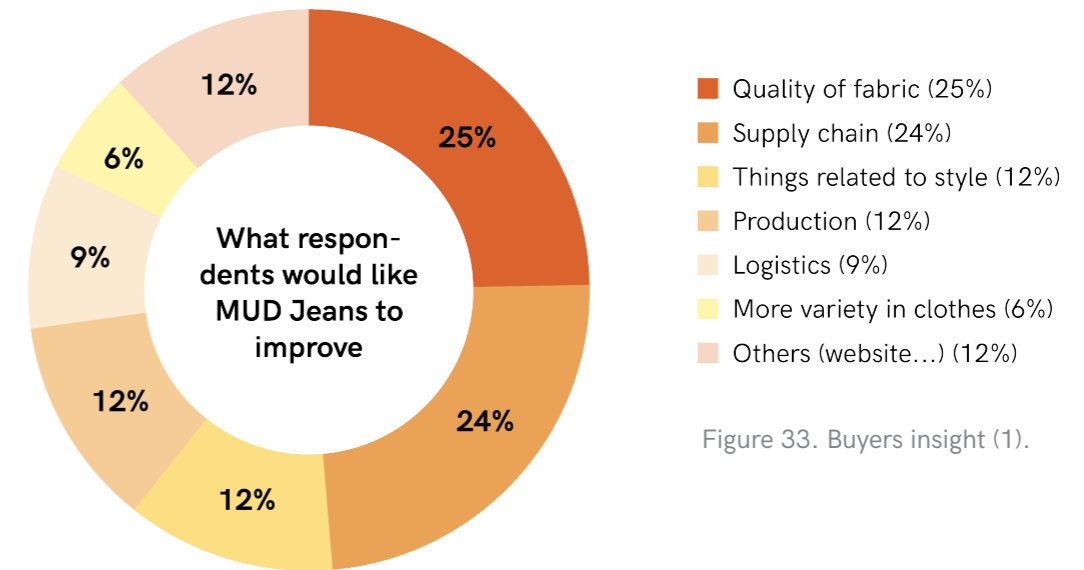


Figure 33. Buyers insight (1).

II. 67% of respondents would like to have closer connection to MUD Jeans and receive information about their impact, how to become more sustainable and more behind the scenes (Figure 34).

Of all the respondents, more than half of them would like to be more included in MUD Jeans' journey through a more transparent communication of MUD Jeans' behind the scenes, especially regarding factory workers and the environmental footprint that comes with purchasing a MUD Jeans. However, it is interesting to see that almost 80% of the respondents have interest in improving in their sustainable journey affecting not only their clothing consumption, but also other aspects of their life.

Type of information respondents would like to receive:

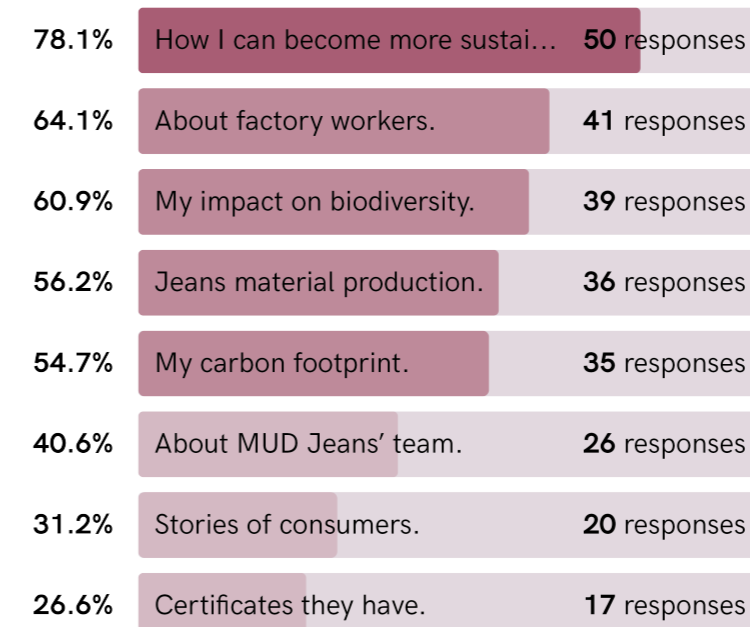


Figure 34. Buyers insight (2).

III. Respondents would like to receive interesting information through MUD Jeans' social media sites, the website and through their purchase (Figure 35).

Although social media was proven once again to be an incredibly powerful tool, it was interesting to see that over 35% of the respondents valued getting more informed through their purchase.

Where respondents would like to receive it:

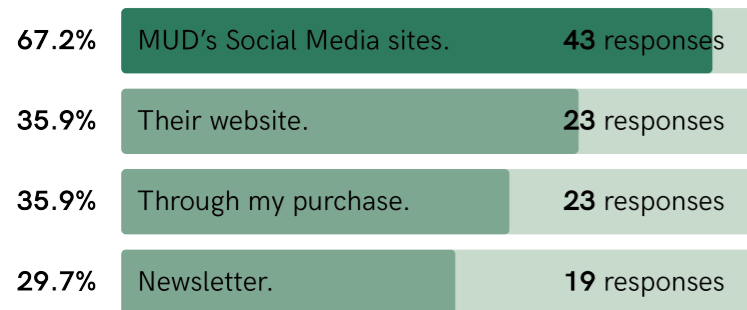


Figure 35. Buyers insight (3).

LEASERS (169): 85 completed a full lease and 84 are currently in their first lease

INTENTION: get a more in-depth understanding of their service experience, the things they like and dislike, as well as they changes they would like to incorporate in the service.

I. Most of the respondents found out about leasing through MUD Jeans' website, articles online or friends and family (Figure 36).

70% of the respondents found out about Lease A Jeans through articles online and MUD Jean's website or their social media sites. In other words, it is through these platforms where MUD Jeans' Lease A Jeans service has to be the clearest and easiest to understand. Articles online can't really be controlled by MUD Jeans, but there is great potential in MUD Jeans' website and their referral strategies.

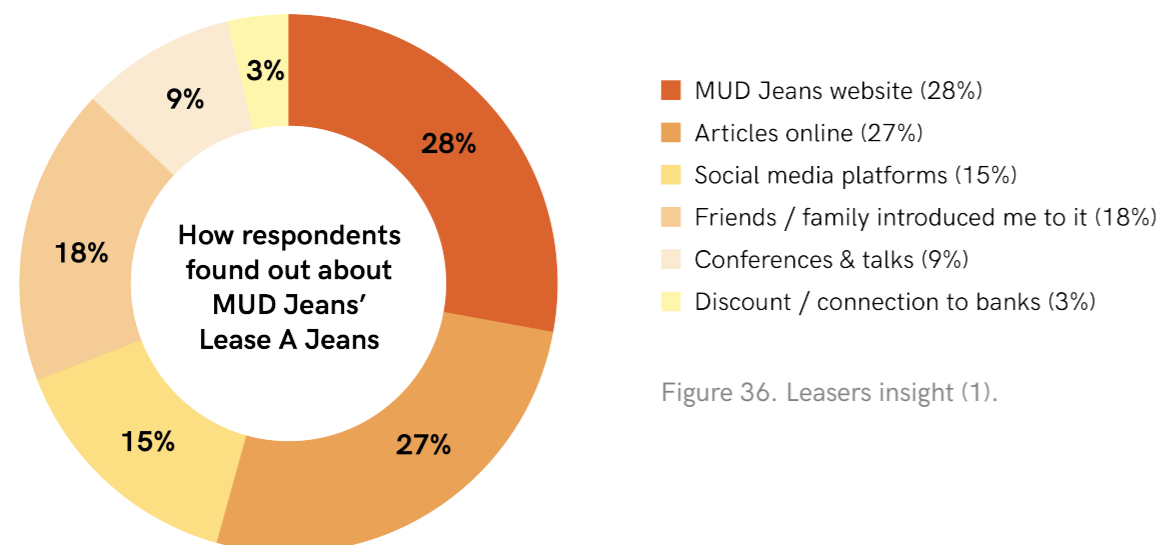


Figure 36. Leasers insight (1).

II. Respondents are initially very curious about Lease A Jeans' service but are also unfamiliar with the service offerings and confused about what it is about (Figure 37).

Having many different kinds of assumptions about leasing clearly shows the newness of the concept in the garment industry, reaffirming the lack of trust and overall service uncertainty mentioned in section 2.2.3. Using "leasing" as the terminology for this service definitely brings assumptions and expectations (e.g. "I had a picture in my head that I could try out all kinds of cool styles and then change them again"), but many respondents thought of this service as something convenient and easy to use (e.g. "I expected it to be easy going and way more affordable for me than buying").

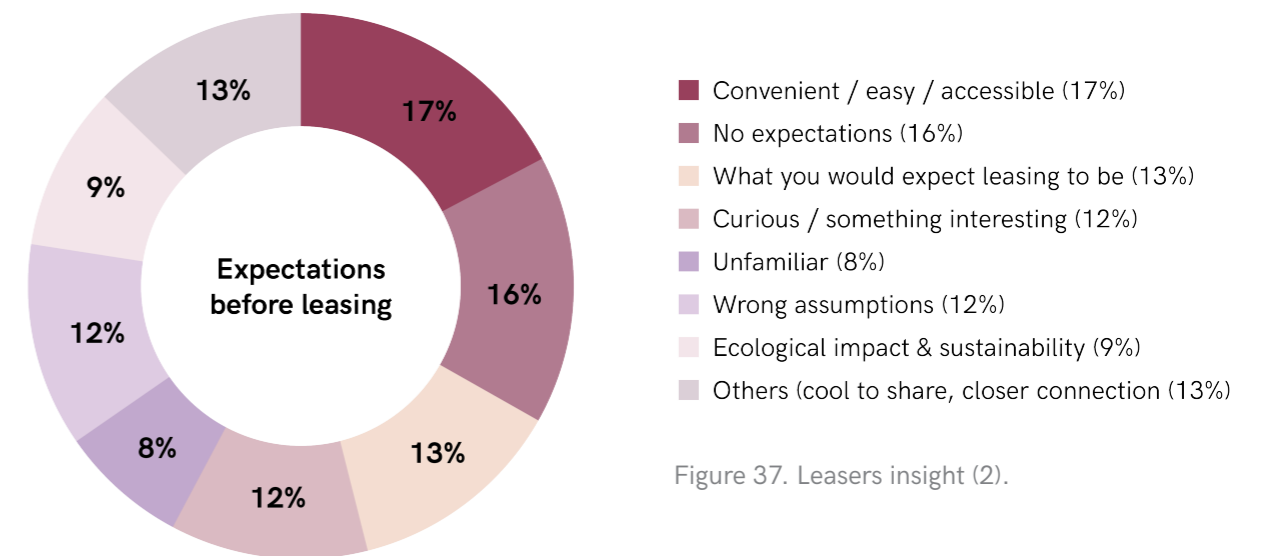


Figure 37. Leasers insight (2).

III. Respondents overall like supporting a service that has a positive impact on the planet while also enjoying the perks of being a PSS (Figure 38).

There is no common theme regarding what the respondents value the most, but there is an overall "great feeling" of supporting this service because of its environmental benefits (no waste, circular, good for environment...) (e.g. "Being aware that I am not generating waste (or very little) due to my purchase, and that at the end of their life they can be recycled"). What's more, being a PSS, Lease A Jeans is seen as more affordable, easy and even cooler than buying by some respondents (e.g. "I like the fact that I can wear a quality pair of jeans without having to pay the full price in one go" or "the experience itself, also doing something else than other people").

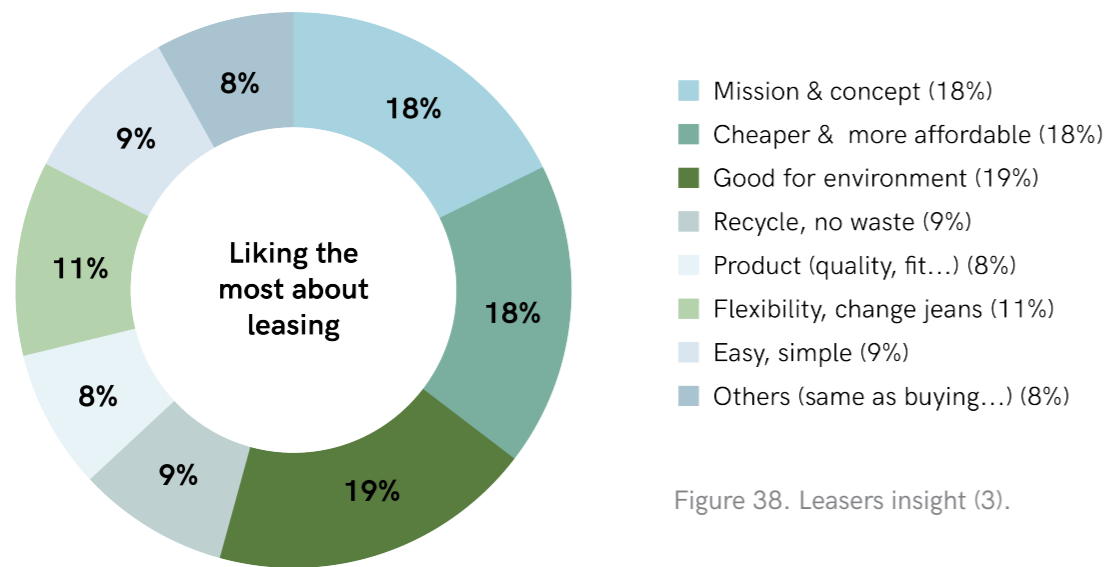


Figure 38. Leasers insight (3).

IV. Respondents have not one, but several prominent struggles (Figure 39).

As shown in the figure, there is not an overarching "problem theme", but there are several problems that can be highlighted as listed below:

- Lack of a clear understanding of the leasing concept and lack of a consistent connection to the brand (e.g. "I find the site and info a bit unclear about what happens after 12 months. If I want to keep them, do I still have to pay something?").
- Lack of overview on their leasing periods (e.g. "that I don't know when to be able to change it").
- Problems with the fit, size and quality of the leased jeans. Desire to try jeans in-store (e.g. "I thought the fitting was a crime. I now have two trousers that are not comfortable enough in the end").
- Demand for overall more flexibility in the service (possibility to change the jeans, flexible periods, flexible payments...) (e.g. "Perhaps the leasing periods could be longer/extendable, as often in one year one is not fully done with jeans, or the jeans have not deteriorated so much that you need a repair or a new pair").

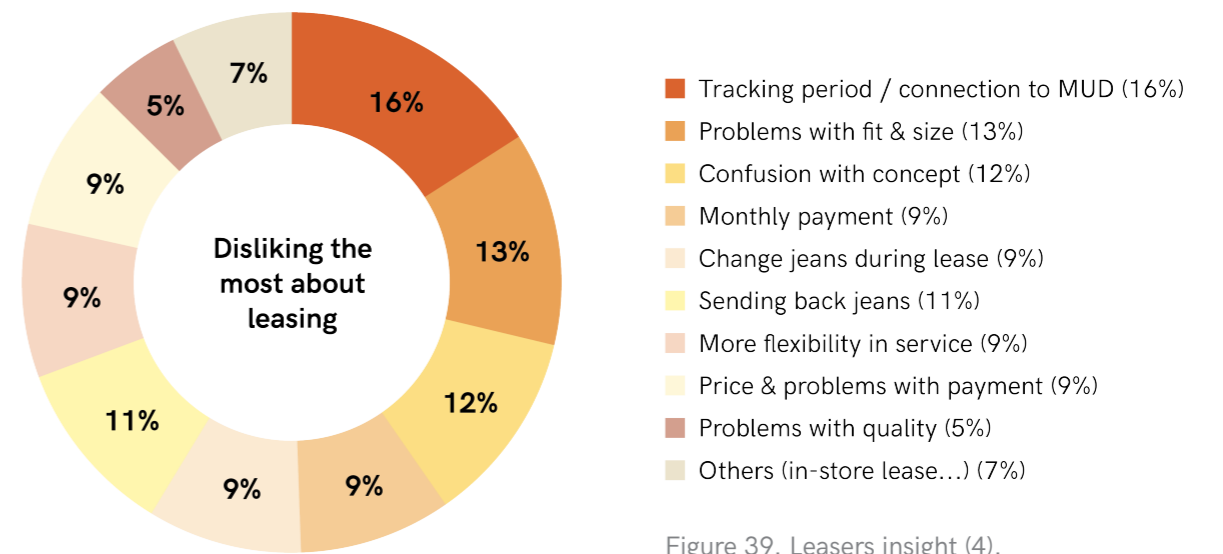


Figure 39. Leasers insight (4).

V. 21% of the respondents still value MUD Jeans' Lease A Jeans repair service (Figure 40).

Within MUD Jeans' team it was questioned whether the repair service was desired among customers or not and, although most of them don't make use of it during the 12 months, there is still a considerable group of people that need or value the service.

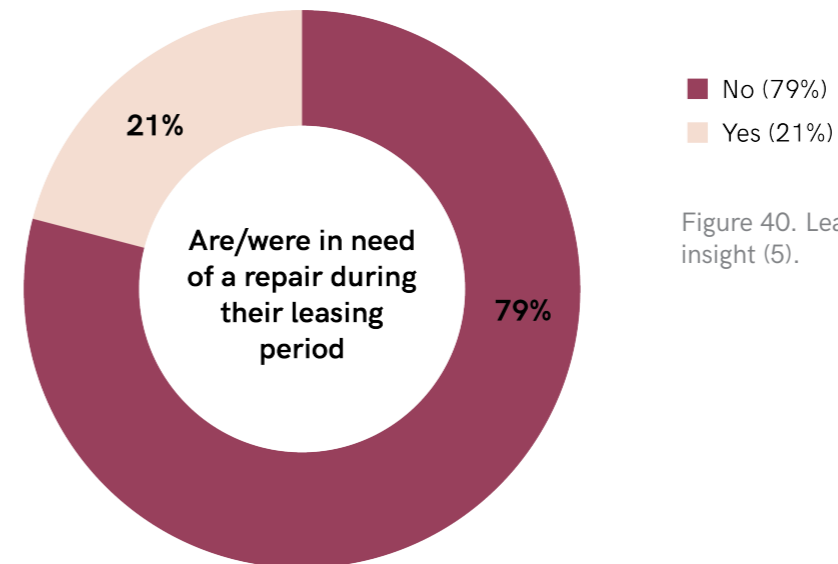


Figure 40. Leasers insight (5).

VI. Once the leasing period has ended, respondents have a desire to stay in contact with MUD Jeans and keep learning about different subjects (Figure 41).

As shown in this figure, the most prominent subjects of interest are learning about what happens with their jeans once sent back and learning about the circularity and sustainability of their jeans. Although a lot less mentioned, there is interest among respondents to become part of a "leaser community" through for example a loyalty programme.

Desired experience after leasing:



Figure 41. Leasers insight (6).

VII. Respondents showed a lack of success advocating and convincing their peers of the service. (Figure 42).

Although 89% of the respondents have shared or are planning to share their experience with friends and family, only 30% of them managed to convince them to lease.

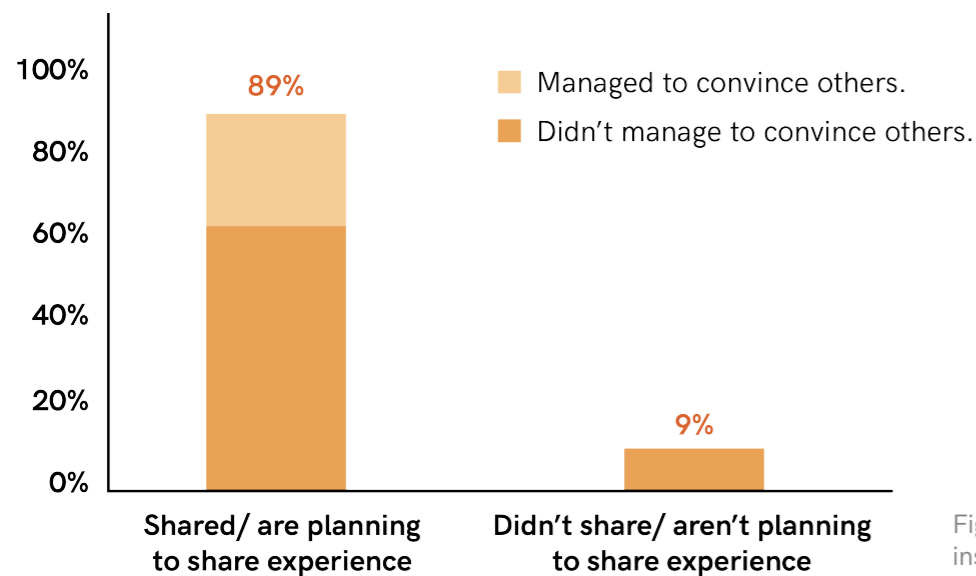
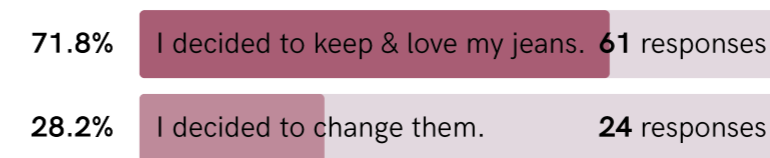


Figure 42. Leasers insight (7).

VIII. While most respondents have kept their jeans once the leasing period has ended, for the ones still in their first lease, 1/3 are still not sure whether they should swap or keep their jeans (Figure 43).

Over 70% of the respondents that completed a full lease (85 respondents) decided to keep their jeans instead of sending them back. In other words, most of the MUD Jeans's leasers seem to keep their jeans once the leasing period has ended. Of the respondents that are still in their first lease (84 respondents), there is a very high percentage of customers that are unsure about which path to take (keep or swap their jeans).

Path respondents that completed a full lease chose:



Path respondents that are still in their first lease choose:

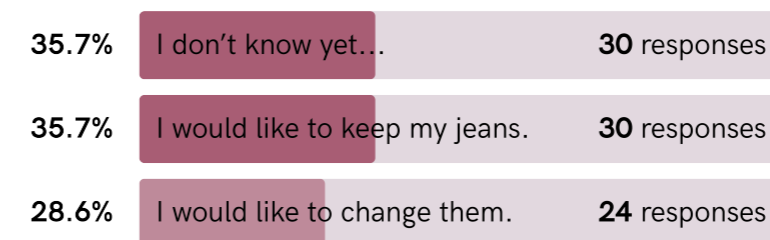


Figure 43. Leasers insight (8).

IX. For the respondents that decided to keep their jeans once the leasing period was over, 77% haven't sent their jeans back yet (Figure 44).

- 41% of the respondents say they still have functional jeans.
- Almost 7% were unaware of the possibility of sending them back.
- Almost 30% recognised not having sent them back without specifying the reason behind it.

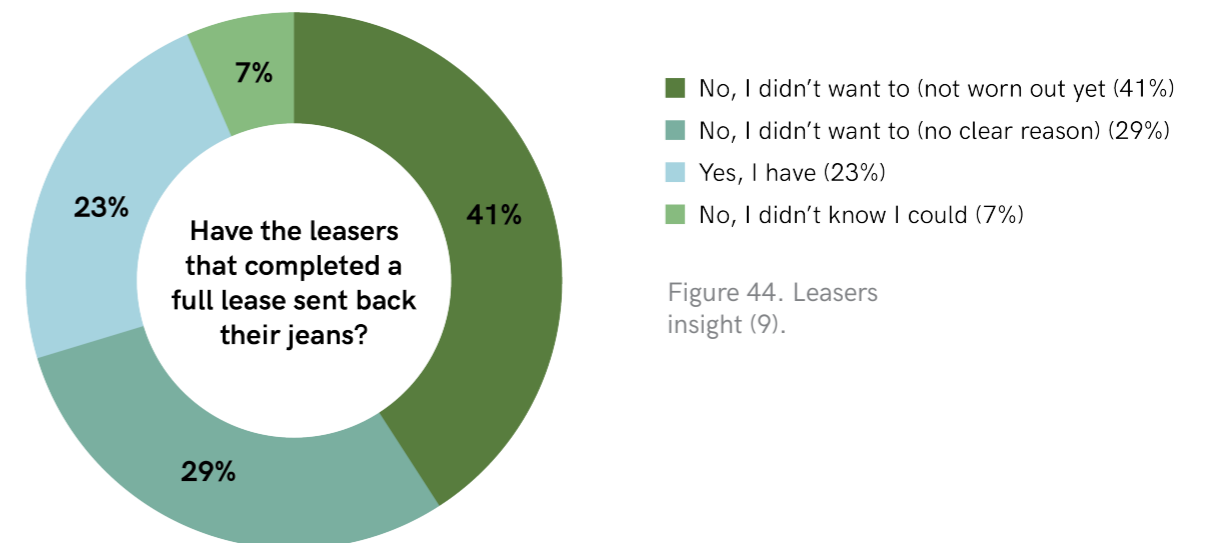
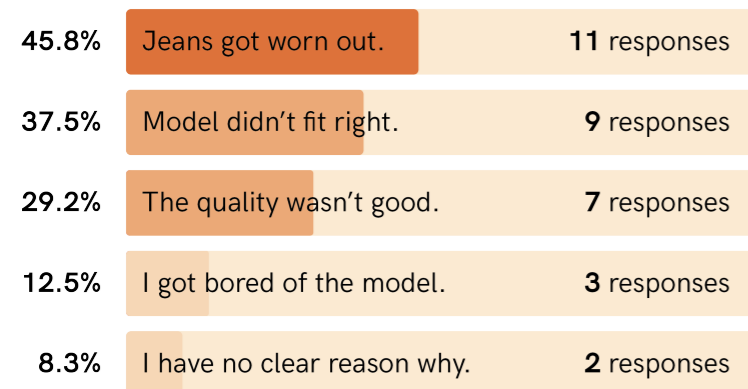


Figure 44. Leasers insight (9).

X. There are different reasons for changing/wanting to change their jeans among respondents (Figure 45).

- For respondents currently doing their first lease, worn out jeans have been proved not to be a determining reason to change the jeans, while 37,5% express a clear desire to change their current model of jeans (flexibility).
- For 45,8% of the respondents that have already completed a full lease, having worn out jeans was the main reason for sending back their jeans.
- For both first-time and experienced leasers, around 1/3 have or are going to swap their jeans because they didn't fit right.

Reasons behind changing jeans (Completed a Full lease).



Reasons behind wanting to change jeans (Still in first lease).



Figure 45. Leasers insight (10).

I) DISCUSSION

As shown in the insights presented, there is not a one-fits-all solution. There are many things that have been presented as relevant problems to be addressed.

The two things that stayed consistent among almost all respondents are a strong influence of friends and family and the importance of sustainability in their lives. Respondents showed an overall interest in learning new sustainable practices that could reduce their overall impact on the planet. With regards to referral among respondents, many were introduced to sustainability, MUD Jeans or leasing through their friends and family. Nonetheless, as shown in the survey, most of the leasers that shared their experience didn't manage to convince their peers to try the service out.

Another thing that stood out is that potential leasers generally want to be spoken to in a direct and transparent language. They want to be given all the information about why they should put their time, money and energy in a company like MUD Jeans or a service like Lease A Jeans (How are they sustainable? What makes them circular? What happens with the jeans once sent back? etc.). They want to be taken behind the scenes and be shown how the company executes all its processes and how the company works internally too. According to the insights obtained through the survey, the most well-received formats to receive this information are videos, infographics and the written word.

Price, quality and timelessness in a garment have also been proven to be factors of highest priority among respondents. Through the survey it was discovered how price can become both a barrier and an opportunity for MUD Jeans, reaffirming one of the barriers discovered in section 2.2.3. While their garments are still priced quite high for many customers, MUD Jeans' Lease A Jeans service could be marketed as a great and affordable option for students or people with a lower-income that really want to support a great cause and own a pair of circular

jeans. Regarding MUD Jeans' quality and style, respondents clearly expose that there is room for improvement.

In this day and age, having a strong and well-curated online presence is vital for any company to survive and this survey confirmed that too. Many respondents found out about MUD Jeans' Lease A Jeans service through MUD Jeans' website, social media or articles online. This means that expanding MUD Jeans' customer base comes hand in hand with an expansion of their social media presence, as well as their presence in well-known magazines, platforms, etc. Regarding the website, although it has been proven to be one of the most direct and effective ways to introduce new customers to the Lease A Jeans service, respondents have shown that there is still room for improvement too. Throughout the survey, respondents have consistently shared their thoughts on leasing as a new and complex concept that is difficult to understand. There is an overall curiosity towards it, but many respondents have erroneous assumptions that have to be addressed and clarified.

Concerning the product itself, respondents expressed their concerns towards the fit, quality and style of the MUD Jeans' garments. Not being able to try the jeans before purchase has been proven to be a great issue for many. It was even considered as one of the main reasons for leasers to swap their jeans after their 12-month lease. With regards to quality, there is a considerable percentage of leasers that have the need to change their jeans once the leasing period has ended due to worn out jeans.

However, this problem can't be generalized as over 70% of the leasers that responded to the survey kept their jeans once the 12-month lease ended. What was interesting to see is that, for the respondents that were still in their first lease, almost 1/3 of them were undecided or confused about whether they should keep or swap their jeans at the end of the 12-month lease. For the leasers that kept their jeans, the problem that stayed consistent is their lack of connection to MUD Jeans once the leasing

period had ended. As shown in the survey, there is a very high percentage of leasers that still haven't sent their jeans back and it is overall unknown what the reason behind this fact is. But there is something clear, if MUD Jeans wants to create a full-loop cycle, receiving worn-out jeans has to be a top priority.

Another thing that stood out in the survey is that, although leasers enjoy the concept of PSS as well as the repair service included, they lack overview over their leasing periods and demand more flexibility in the service (e.g. the possibility to change the jeans, flexibility in the leasing periods, flexibility in the payments...). What's more, respondents show interest in becoming more included in MUD Jeans' journey; they would like to know more about their impact on the environment and have a closer connection to MUD Jeans and other leasers too. They have interest in not only receiving more information through social media or even through their purchases, but also want to see how the experience was for others through customer testimonials, online communities or loyalty programmes.

J) CONCLUSION

The quantitative customer study had three different goals: (1) to gain knowledge on the barriers for people not trying out Lease A Jeans; (2) understand who MUD Jeans' leasers are (persona), how they experienced/are experiencing leasing, and what their main struggles and most prominent needs are; and, (3) get a list of leasers to interview and potentially join the co-creational process.

Although goal 1 and 2 were achieved successfully, some of the struggles and needs discovered have been found to be lacking context and depth. We were missing the "whys" behind the uncovered issues. Two clear examples are the lack of context in the reasoning behind leasers' unsuccessful peer referral or the lack of depth in the reasoning behind leasers' decision not to send back their jeans.

Regarding goal 3, of the 169 leasers that took part in the survey, 165 were willing to take part in the follow-up interviews. The qualitative customer study that was conducted will be presented in the next section and will be key in gaining a deeper understanding of the customer's reasons behind the issues presented above.

5.1.3. Qualitative analysis: Understanding leaser's needs and concerns

After having obtained a general overview of the most prominent issues in MUD Jeans' Lease A Jeans service, now it is time to dig deep in their leasers' most prominent struggles and needs. This step will be crucial in gaining clarity and structure over what has already been discovered.

A) GOALS OF INTERVIEW

The goals set for the semi-structured interviews are as follows:

- Obtain an in-depth understanding of who MUD Jeans' leasers are (their attitudes, lifestyle, way of thinking...).
- Understand how their first contact to MUD Jeans' Lease A Jeans was as well as their reasoning behind their decision to lease a pair of MUD Jeans (why was it the best solution, what were they hesitant about...).
- Obtain an in-depth understanding of their leasing experience during and after the 12-month leasing period.
- Get a list of interviewees that would be willing to stay in contact and participate in other co-creational phases of the project.

B) TARGET

The qualitative study was only targeted to leasers, including both the ones that had completed a full lease and the ones that were still in their first lease.

From the 165 leasers that were willing to participate, over 50 people were contacted and 23 ended up responding and participating in the qualitative study.

C) METHOD

As mentioned by Braun and Clarke (2013), "qualitative research is about meaning, not numbers". Therefore, in order to get as much detailed information from the interviewees as possible, a semi-structured interview approach was followed. Although the topics of interest were outlined before the interview, the goal of the interview was to allow the individual perspectives or experiences of each and every participant to emerge.

Overall, the interviews were completed following a logical sequence of mostly open-ended questions, including smooth transitions between topics as well as interesting follow-up questions to clarify some of the answers given by the interviewee. All the questions or topics addressed can be read in [Appendix C](#).

All the interviews were recorded, transcribed and then analysed using grounded-theory, a clustering method that helps finding patterns in the data collected. All the steps followed to find the most important clusters through a mixed-method approach will be shown in [Section E](#).

D) SETUP AND DISTRIBUTION

Amid the COVID-19 pandemic, all semi-structured interviews were non-presential. They were conducted online through video conferencing platform Zoom or through phone calls, depending on the interviewee's request.

The criteria followed to select the participants was quite simple. Respondents that gave long and interesting answers in the survey (mainly in the open-ended questions) were the ones contacted per mail too. Special attention was also given to the respondent's country of origin, as well as their connection to leasing (currently in first-lease or already completed a full lease). This brought variety to the answers obtained.

It is worth mentioning that the interviews were curated for each and every individual interviewed. The questions proposed were connected to the answers given in the survey. This strategy gave context, depth and meaning to the participants' perspective and experiences. The insights discovered in every interview can be read in [Appendix D](#).

E) PROCESSING OF THE INFORMATION GATHERED

As mentioned above, the processing method followed is called grounded-theory and it was done in Miro, an online collaborative whiteboarding platform. Once the interviews were transcribed, the steps followed were (Rapley, 2011; Corbin and Strauss 2008; Charmaz, 2006):

- **Open/ Initial coding:** in this phase, the data obtained was analysed closely in order to find "key, essential, striking, odd, interesting things people or texts say or do as well as repetition".
- **Selective/ Focused coding:** once the key findings were selected, categories were defined through the grouping and organizing of related topics. This process is iterative and reflexive by nature.
- **Theoretical sampling:** aware of the mixed-method approach of this project's customer research and with the goal of really "saturating" all the categories obtained, interesting insights gathered through the open-ended questions of the quantitative study (expectations before

leasing, like and dislike) were included inside the categories defined as well.

- **Theoretical coding:** once all information was placed and organized correctly, it was time to find the relationships between the categories obtaining what is called a "visual map" or an overview of all the connections established among terms.

In the following [section F](#), all the categories and connections found will be explained and analysed with examples.

F) RESULT OVERVIEW

In order to gain clarity over what was discovered, **the information gathered is divided in "before", "during" and "after" leasing**. An in-depth overview of everything discovered can be seen in [Appendix E](#). All the information considered of secondary importance for this project (MUD Jeans' leaser persona, product-improvement suggestions and the benefits of leasing mentioned by the participants) will be shown in [Appendix E](#) as well.

In order to make the understanding of the insights as clear and easy as possible, the different categories will be displayed as shown in [Figure 46](#).

As shown in [Figure 46](#), the elements in red and blue are findings discovered that are important to consider for the next design phases. After each defined category, barriers and opportunities will be discussed too.

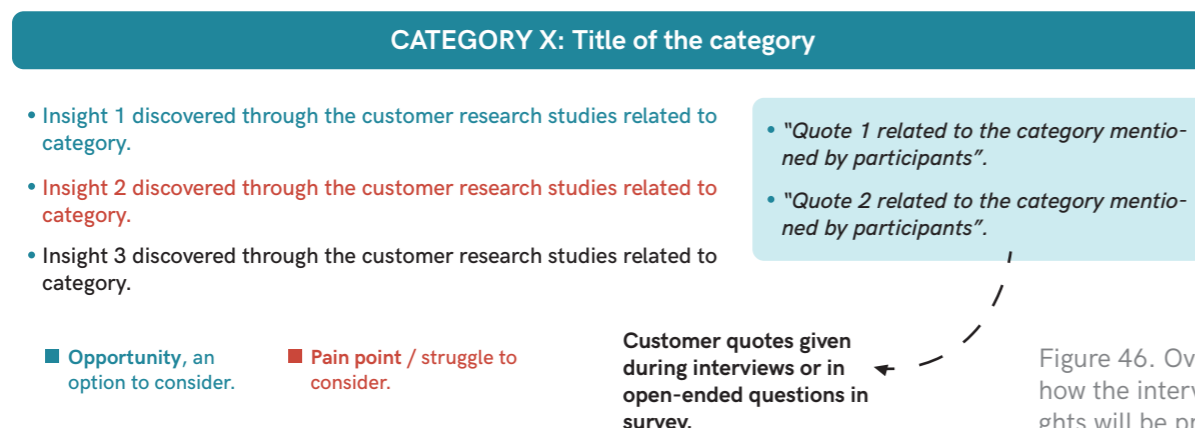


Figure 46. Overview of how the interview insights will be presented.

BEFORE LEASING (Figure 47)

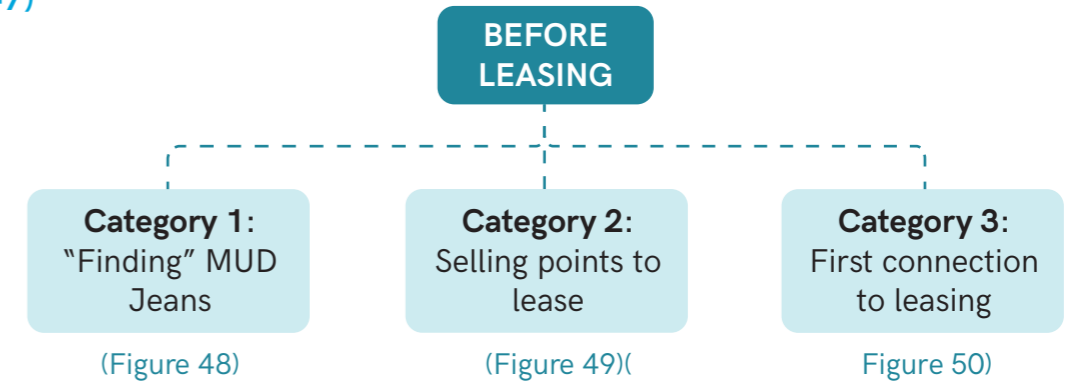


Figure 47. Before leasing overview diagram.

CATEGORY 1: "Finding" MUD Jeans

- Participants used specific words to search for sustainable denim brands (e.g. "organic denim"). This means that using the right wording will determine whether potential customers will find MUD Jeans or not online.
- Word-of-mouth marketing is one of the strongest mechanisms of self-promotion & advocacy. Most participants got introduced by colleagues, friends and family.
- Articles online and MUD Jeans' website are important too.
- Discount / promotional collaborations or partnerships do work. It is proven to be a great way of finding new customers.

- "I found MUD Jeans searching for organic denim, I was sick of all of the big jeans brands".
- "I already knew about MUD Jeans. I had the information about the jeans & the available points of ING. This is already on my shortlist & I can save some money, [...] I can save because of the discount. So I went for it".
- "I heard of my wife that you could lease pants & I really liked the idea".

Figure 48. CATEGORY 1: "Finding" MUD Jeans.

OPPORTUNITY OVERVIEW:

Although no specific issues were found in this category ([Figure 48](#)), there are valuable elements to consider for the next design phases, as well as useful insights for MUD Jeans to consider in the future. For this project specifically, using words strategically will be incredibly important, no matter what design proposal we end up with. Referral marketing has a lot of potential too, although it is still to determine how.

CATEGORY 2: Selling points to lease

- Leasing is seen as the main reason or as an added value by participants.
- Participants value the circularity and sustainability aspect of the service as well as the free return label and repair service.
- **Participants demand in-store leasing.**
- **Some participants were unaware of the existence of retail stores.**
- For the ones that did know about the existence of stores, some thought the stores weren't "on-brand" or had a reduced product selection.

- *"The main reason was to have clothes produced in a circular economy".*
- *"I tried on jeans in-store, big disappointment I couldn't lease & support the local businesses".*
- *"I think many stores are focused on older people, I wouldn't normally go to those".*

Figure 49. CATEGORY 2: Selling points to lease.

BARRIER OVERVIEW:

As already mentioned in the survey, participants struggle with finding the right jeans fit online. This is why, personally going to one of the over 300 retailers MUD Jeans has all over the world could be considered as a great option for them. However, the problem is that many customers seem to be unaware of this option (Figure 49). They are missing a connection between MUD Jeans' website and the physical stores.

What's more, for the ones that want to support MUD Jeans' Lease A Jeans and do know of the existence of stores, the possibility to lease in-store wasn't available. Some even consider it disappointing that it is not an option.

OPPORTUNITY OVERVIEW:

Regarding in-store leases, the barrier itself can also be considered an opportunity. A new in-store experience could be designed to enable smooth leasing transactions in the stores themselves. What's more, for customers that lack trust in choosing a pair of jeans online, MD Jeans could offer a connection to the closest retail store through the website, a tool that already exists in many clothing stores like Zara for example. This strategy could reduce the amount of users entering and then leaving MUD Jeans' website without having done any purchase/lease.

CATEGORY 3: First connection to leasing

- **Participants not only lack clarity on the concept, but also the tangibility of it.**
- **The "leasing" concept or word can be misleading or confusing for participants.**
- **There are no clear guidelines of what is or isn't possible during the lease.**
- **Participants demand a more intuitive website experience and consider that it lacks information about the service.**

- *"I had a picture in my head that I could try out all kinds of cool styles and then change them again".*
- *"The term creates a bit of an expectation that is in real life a little bit different. It's misleading".*
- *"I didn't really understand the leasing concept because it felt more like a pay off system as it's still my own jeans".*

Figure 50. CATEGORY 3: First connection to leasing.

BARRIER OVERVIEW:

The "leasing" terminology has been proven to be misleading for some customers (Figure 50). It creates false expectations of what the service is going to be about. What's more, participants compared it to other leasing services like cars etc. that had little to nothing in common with the service offered by MUD Jeans. Something interesting to discover too is the lack of tangibility the concept has for participants. Many were skeptical and unfamiliar with the service and that brought indecisiveness in whether they should try it or not. This was something already discovered both in the preceding literature section 2.2.3 and in the survey.

The last barrier mentioned somehow connects all the dots. Participants demand a better website experience and show that the concept is not only unclear and intangible, but also lacks depth in the explanation of what it is about.

OPPORTUNITY OVERVIEW:

Regarding the term, it might be important to give the name "leasing" another thought as it is quite confusing for customers. Maybe terminologies like "partnership" or "membership" could be of use. In addition, the insights discovered highlighted the need to address customers' initial assumptions about leasing, in order to make the service as clear as possible.

Concerning the concept, it is currently unclear and it lacks guidance for new potential leasers. This is why a possible concept-introduction redesign could be of use. MUD Jeans' website needs to be a "trust-building platform" where a customer can learn not only if the concept is for him/her, but also how it works and how it was for others.

DURING LEASING

(Figure 51)

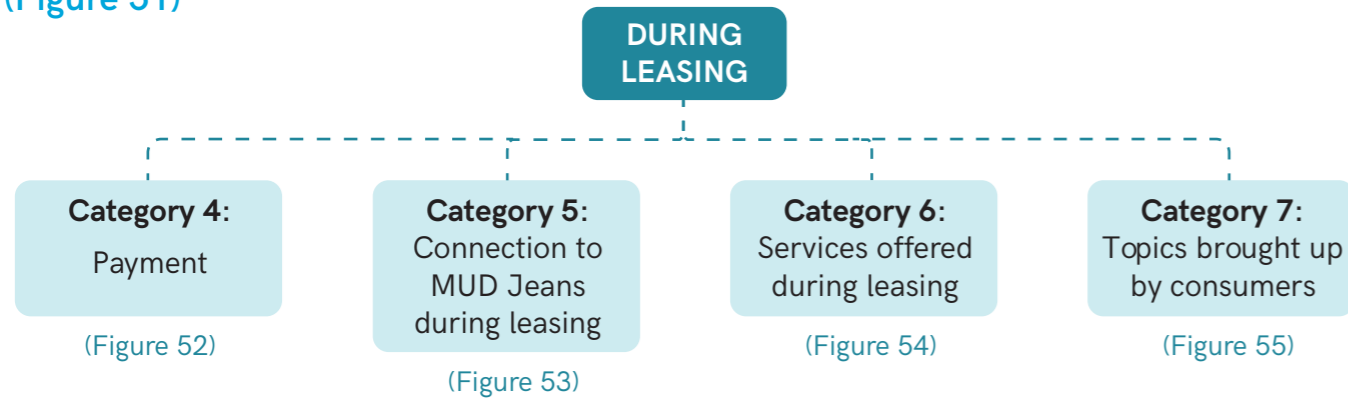


Figure 51. During leasing overview diagram.

CATEGORY 4: Payment

- Participants show confusion with where to find and how to apply the discount codes included for leasers (discount for second lease, discount for sending old jeans back...).
- Participants demand more flexibility in the payment options available, as well as some changes in the payment system.
- Participants have problems leasing more than one pair of jeans.

- "It's actually quite difficult to lease multiple jeans, you have to fit in a certain code [...] that actually kind of faded away in some section of the website that you didn't really expect. Not necessarily linked to what I was looking for".
- "I had to e-mail for a New code, can you put this in the account?"

Figure 52. CATEGORY 4: Payment.

BARRIER OVERVIEW:

In MUD Jeans' current Lease A Jeans, participants seem to have issues with the payment options available. They would like to overall have more flexibility with when to pay what and with the available payment methods. Not all participants like the idea of paying a fixed quote every month during a whole year, they would like to be able to pay in advance or pay the rest of what is left to pay at some point.

As mentioned in Figure 52, leasing offers great discount options, but that comes with issues as well. Customers are confused as to where to apply what code and whether the codes are cumulative or not. According to the participants, this problem seems to get even more complicated when doing multiple leases at the same time.

OPPORTUNITY OVERVIEW:

Although some problems formulated are difficult to solve through design, there are definitely ways of making things easier and more convenient for customers. Offering clearer guidelines on how and where to use the discounts as well as having easier access to them through MUD Jeans' customer account page could really improve the experience a lot. For customers doing multiple leases, having a section that explains how to do it and when to apply what code could be very helpful as well.

CATEGORY 5: Connection to MUD Jeans during leasing

- Participants are unable to keep track of their leasing periods. They have no information in their account page about it either.
- Many participants haven't received any message at the end of their leasing period explaining the options available and next steps.
- Participants overall show a desire of having a closer and smoother communication to MUD Jeans throughout the lease.
- Participants want to be better informed about MUD Jeans' processes related to leasing (what happens with the jeans once returned, stories linked to the garments...).
- Participants are confused about how the end of leasing works. They also don't know what connection they will have to MUD Jeans once the leasing period is over nor if there is an after-sales experience.

- "I don't know when my lease period ends".
- "When it comes to the leasing experience itself I have to say I would have loved to be a little more included, informed, just a little more communicative on how the jeans are produced, how leasing works in detail, what happens with the jeans when they go back, how much months I leased."
- "It is not really about leasing, it is just paying off your jeans. There is no 'after sales'. No repairs, no help on how to keep your jeans alive."

Figure 53. CATEGORY 5: Connection to MUD Jeans during leasing.

BARRIER OVERVIEW:

As shown in this cluster and in section 2.2.3 and 2.2.5 of the literature review, leasing is a very complex service to master successfully. Having a long-term relationship with consumers means more needs to fulfill too.

As mentioned in Figure 53, customers demand an overall better communication strategy throughout the leasing period. For many, the current service offered feels "like a pay-off" or "the same as buying". That's why they demand a more human connection, a feeling of working together towards a bigger goal. For participants, having a closer connection with MUD Jeans means being more included and informed about their processes, their internal culture, projects, new jeans etc.

What's more, when being asked about where they are currently at in their leasing period, most of the participants are unable to give a clear response. They mention a lack of overview of their leasing periods, as well as a lack of information at the end of their leasing period. Although being informed by colleagues about an email being sent a couple of weeks before the leasing period ends, many participants weren't contacted and felt quite lost in their decision of whether they should keep or change their jeans.

Once the leasing period had ended, many participants were asking "after leasing, now what?". They clearly showed interest in having an after-sales experience with MUD Jeans where they could learn about other sustainable practices, how to keep their jeans alive or how to send them back once worn out.

OPPORTUNITY OVERVIEW:

In general terms, what all these struggles or needs show is a lack of connection to MUD Jeans during and after leasing. This is why, redesigning the whole communication strategy might be an interesting subject to think about for this project. Some of the things that need to be improved is giving leasers more assistance on the options after leasing (keep or swap), knowledge on where they are currently at in their leasing etc.

From a different perspective, if leasers are overall more included (showing more behind the scenes, offering an after-sales experience etc.), they will also show more commitment to the brand's mission and ultimately make the Lease A Jeans circular loop work. And that, at the end of the day, would benefit all the actors included (leasers, MUD Jeans and society at large).

CATEGORY 6: Services offered during leasing

- (Not) Having functional jeans during the leasing period. Participants demand flexibility and options to change their jeans.
- Participants love the repair service but demand flexibility in it or consider it a "not enough solution".
- Participants are passionate about sending back their jeans and like the services offered (bike couriers or the free return label), but lack clarity on how it works and consider there is an overall low incentive to do so (it is "a hassle").
- Participants like the idea of sending old pairs of jeans to recycle, but lack information about how it can be done.
- Participants consider it a big commitment to use the service for 12 months and demand more flexibility in the leasing periods available.

- "From a business perspective I understand the 12month lease term but as a user I would love a shorter term possibility".
- "Sending back very old jeans didn't really make sense at then end".
- "Getting 10€ to repair the jeans is not a lease, because I would have had a replacement pair of jeans. It's more of a down payment".
- "My size has fluctuated throughout the year. It would be nice if there was an option to change the size of jeans within the lease".

Figure 54. CATEGORY 6: Services offered during leasing.

BARRIER OVERVIEW:

As shown in Figure 54, customers like the idea behind the services offered, but don't seem to be 100% satisfied with them yet. Specifically, what they demand is to get guidance on how to efficiently carry them out (sending back jeans or sending old pairs of jeans) as well as flexibility in them (flexible leasing periods, option to change jeans during lease, flexible repair options).

Participants consider that 12 months is a long commitment and that sometimes due to weight fluctuations they end up paying for a pair of jeans that isn't wearable anymore. Regarding the repair service, some consider it is "a not an enough solution", demanding the option of having a complete jeans changeover. Others mention having problems with their jeans once the leasing period has already ended.

OPPORTUNITY OVERVIEW:

As mentioned above, MUD Jeans has many possibilities to improve their service incorporating more flexibility in it. Many of the participants already shared interesting solutions that they would be willing to pay for too. Some of the solutions that were mentioned with regards to the lack of flexibility are: to offer a whole wardrobe lease; offer one change of jeans per lease for an extra price; share a wardrobe with the leasing community; or to offer repairs for life, among others.

With regards to the leasing period, customers would like to shorten or lengthen the period, consequently increasing or reducing the price paid per month too. Knowing that it is a big commitment for many, increasing the amount of flexibility in the service would also increase the trust in the service (we will adapt to them and not the other way around). There are of course logistical or financial limitations that have to be considered, but thinking about possible solutions is already a great starting point.

Concerning the lack of guidance and inefficiency of the "sending back" processes, offering a clear communication of the steps to follow could speeden up the process for consumers and, with that, improve their service satisfaction.

CATEGORY 7: Topics brought up by consumers

- Offering vintage jeans for lease as "working pants".
- MUD Jeans' vintage collection is not accessible anywhere directly and therefore unknown for many.
- Participants demand a better user experience when doing consecutive purchases.

- "Never heard of the vintage collection".
- "Lease second hand jeans as "worker pants" (working in garden etc.) Would be easier to give second hand a leasing contract & also cheaper".
- "My size hasn't changed over the years".

Figure 55. CATEGORY 7: Topics brought up by consumers.

BARRIER OVERVIEW:

Even though it wasn't something that was initially thought of, during the interviews, leasers kept bringing up the vintage collection and how much they were interested in it. Some interviewees mentioned having interest in improving their access to the vintage collection or even getting vintage jeans offered for lease. This is definitely something interesting to consider as one of the benefits of PSS mentioned in section 2.2.2 is reintroducing products as second-hand ones when still being of use.

Another thing that was brought up by the interviewees was their desire for smoother consecutive purchases once being a MUD Jeans client. Customers that haven't changed their jeans size throughout the years would like a system that automatically applies their size for the next purchase.

OPPORTUNITY OVERVIEW:

The most interesting proposition suggested by consumers in Figure 55 was the idea of leasing vintage jeans and reframing their concept to worker pants. That would broaden the product line for MUD Jeans, maybe even attracting new potential leasers that are looking for circular denim working pants.

Concerning smoother consecutive purchases, simple changes in the UX design of the website could really make a difference.

AFTER LEASING (Figure 56)

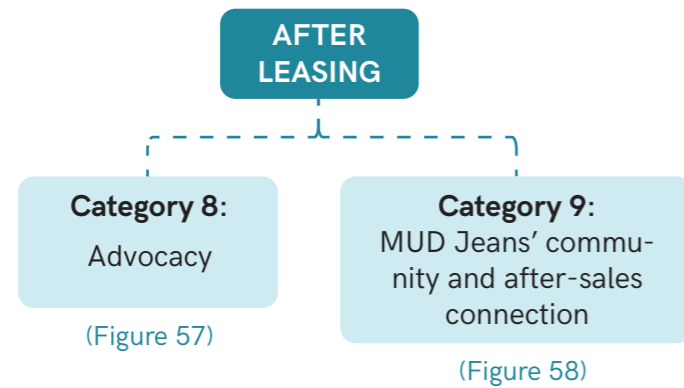


Figure 56. After leasing overview diagram.

CATEGORY 8: Advocacy

- Many participants were introduced to leasing through collaborations with other companies like Sea Shepherd, ABN AMRO etc.
- For many participants, their triggers to start talking about MUD Jeans' Lease A Jeans service are comments about their jeans. Leasers also love to be bold, to be different.
- Participants generally receive positive feedback when sharing the story behind their "leased jeans".
- Leasers mainly share the leasing concept, the circularity and the zero-waste aspect of the service, as well as the idea of having "good quality jeans that are good for the planet".
- Participants lack information to successfully advocate the service (e.g. about the strong advantages of leasing, about the leasing concept...).

- "When people say I like your jeans, and I tell them about the leasing model".
- "I said several times that I wear leased pants. People are then interested and ask: what do you mean lease?"
- "Didn't have the right information about how sustainable MUD Jeans is to start a discussion".

Figure 57. CATEGORY 8: Advocacy.

BARRIER OVERVIEW:

Even though the general feedback received from the interviewees regarding their referral experiences is very positive, something that stood out in some of the conversations was their lack of information or tools to successfully share what the service is about with their friends and family. Leasing is not only a confusing concept for the ones hearing about it for the first time, but also for the ones making use of it.

OPPORTUNITY OVERVIEW:

Overall it was interesting to see how all interviewees had a somewhat similar experience sharing their leasing experience. Most of them shared the circularity

and wasteless aspect of the concept as well as the positive effects that come with supporting the service. Many however lacked the tools to successfully share it with their peers. Something like a sharable leaflet or GIF might be useful for MUD Jeans to offer to their leasers to download and share. Some interviewees even suggested the idea of sharing gifts or discounts with friends and family to encourage them to lease.

What's more, as already mentioned in some of the previous categories, collaborations with interesting companies working in the sustainable field can open up new doors for potential leasers to join the service.

CATEGORY 9: MUD Jeans' community and after-sales connection

- For participants, having a community space enables new connections to the brand and to other like-minded leasers to flourish.
- Participants are willing to share more of their product experiences in a leaser community.
- Leasers that decided to keep their jeans once the leasing period had ended want to keep a connection to MUD Jeans once or twice per year.

- "That ability to link with other people who are already in that mindset".
- "Because of the Ambassador Programme I'm more into MUD Jeans & also willing to have this conversation. So you've got me involved".

Figure 58. CATEGORY 9: MUD Jeans' community and after-sales connection.

OPPORTUNITY OVERVIEW:

Overall there is a positive mindset among the interviewees about having a community space. Some prefer to have a more passive connection while others are willing to be more actively involved (Figure 58). Leasers that have finished their 12-month lease would like to keep a connection to MUD Jeans once or twice per year, as a reminder of how to take care of their garments and how to send back their jeans once worn out.

G) CONCLUSION

The qualitative customer study started off with four main goals:

- Obtain an in-depth understanding of who MUD Jeans' leasers are (their attitudes, lifestyle, way of thinking...).
- Understand how their first contact to MUD Jeans' Lease A Jeans was as well as their reasoning behind their decision to lease a pair of MUD Jeans (why was it the best solution, what were they hesitant about...).
- Obtain an in-depth understanding of their leasing experience during and after the 12-month leasing period.
- Get a list of interviewees that would be willing to stay in contact and participate in other co-creational phases of the project.

Throughout the course of two weeks 23 interviews were carried out with a duration of 30 to 40 minutes each. As shown throughout this whole project section, we were able to get an in-depth understanding of their underlying motivations to try out leasing as well as their whole leasing experience. What was especially interesting to see during the conversations is how the interviewees not only shared their struggles in the service, but also ideas and new topics to explore and talk about that weren't even thought of in the first place (e.g. vintage collection). Of all the customers interviewed, most of them were interested in continuing taking part in the study.

Through both the quantitative and qualitative customer studies, one thing was clear: there is great variety in the topics to be addressed. Some of them were mentioned repeatedly (highlighting their importance), while others weren't that much. The most important topics discovered in both studies will be the starting point of the next phase: Define.

SUMMARY PAGE

BENCHMARKING

- Almost all competitors have similar sustainable production standards and jeans price ranges, but there are differences in the extensiveness of their product lines.
- The only two companies having similar practices or a similar service to MUD Jeans' Lease A Jeans are Nudie Jeans (repair service, worn-out garment collection and repaired clothing shop) and the GannixLevi's collaboration (one to three week rental-only collection). However, none of them offer a service similar in nature, meaning that there is no clear competitor in terms of value propositions among the established competitive field.
- Respondents demand a direct and transparent communication of why they should support MUD Jeans' Lease A Jeans service. They want to be taken behind the scenes and learn about how the company works internally (sustainability, circularity, supply chain...).
- Price can be both a barrier (long-term payment) and opportunity (affordability for students or lower-income levels) for the Lease A Jeans service.
- Most of the respondents found out about leasing through MUD Jeans' website, social media, articles online or friends and family. Respondents consider the access to information could be improved in the website.

QUANTITATIVE STUDY

- 620 responses were obtained, of them:
 1. Non-supporters that care about sustainability (N-S) = 173
 2. Supporters (S) = 182
 3. Buyers (B) = 96
 4. Leasers (L) = 169
- Almost 50% of the respondents were from The Netherlands and most respondents were woman (69.7%) and between the age of 25-34.
- The respondent's introduction to MUD Jeans and sustainability in general is strongly influenced by friends and family.
- Sustainability affects all facets of the respondent's life and there is a high interest in improving their sustainable practices as well.
- Respondents have a lack of success advocating and convincing their peers of trying out the service.
- Leasing is a new, unfamiliar and complex concept to understand. Many respondents are confused with the "leasing" term and have erroneous assumptions about the service.
- Respondents have concerns regarding the fit, quality and styles of MUD Jeans. Many demand the option to try on their jeans before lease or purchase.
- Many respondents currently leasing are indecisive about whether they should keep or swap their jeans at the end of the 12-month lease.
- Respondents desire a closer connection to MUD Jeans during and after the lease.
- Respondent demand more flexibility in the service (e.g. the possibility to change the jeans, flexibility in the leasing periods, flexibility in the payments...) and a better overview of their leasing period.

QUALITATIVE STUDY

- 23 leasers took part in the study.
- Being a mixed-method approach, the data clustered includes both insights of the qualitative (predominantly) and quantitative study. The method used to process the information gathered is grounded-theory.
- The data collected is organized in before, during and after leasing. An overview of the most important insights is presented below:
- Participants demand more flexibility in the service, more guidance and the option to change their jeans during the lease.
- Participants show interest in the vintage collection and suggest offering them for lease too.

Before leasing

- Demand to lease in-store and have a better connection to MUD Jeans' retail stores.
- The leasing concept and services are unclear or confusing for participants. Demand for a more intuitive website experience.

During leasing

- Participants demand a better payment system (more flexible, easier access to discounts and leasing multiple jeans).
- Participants lack an overview of their leasing periods and lack a connection to MUD Jeans during and after the service period.

After leasing

- Participants lack tools to successfully advocate the service and they mainly share the circularity and zero-waste aspect of the service.
- Participants like the idea of having a community space to share their product experiences and maintain a connection to MUD Jeans.

WHAT'S NEXT?

Having an overview of all the insights discovered, now it is time to start defining which pain points can be solved and which can't during the project.

CHAPTER 5

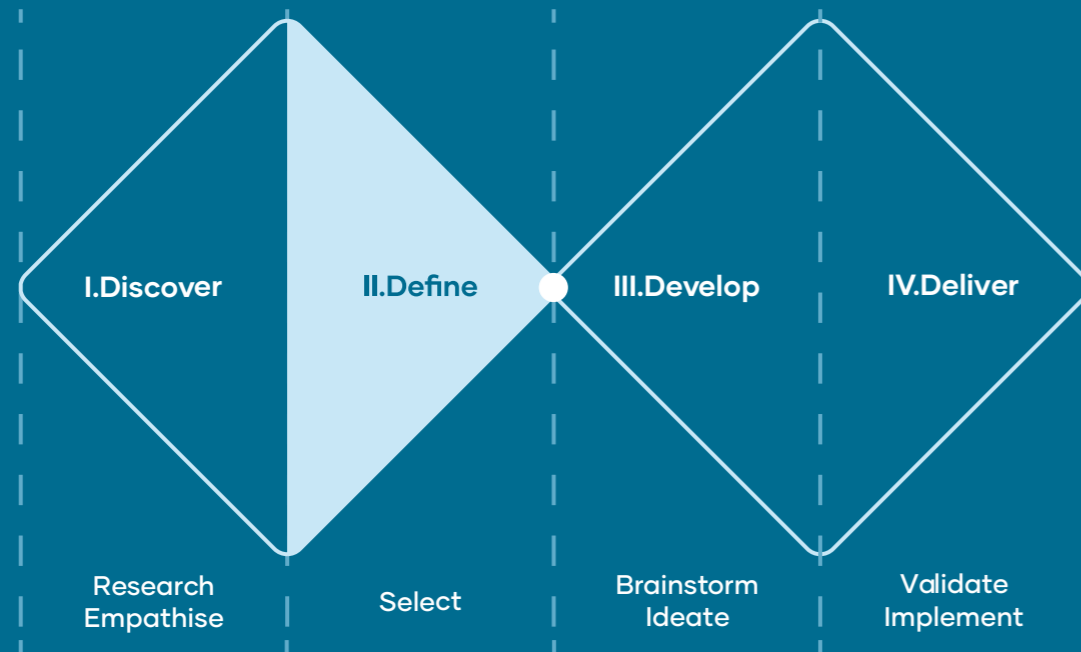
PHASE II: Define

Once all the different struggles and opportunities have been discovered, the goal of Double Diamond's Define phase is to identify interesting directions to work towards in the project. In order to facilitate this task, pain point cards exposing the most prominent insights gathered will be presented. As the reader will see through the following sections, the

pain point cards will become more and more detailed and defined every step of the way.

This phase focuses on the description, classification and selection process of the most important pain points that will then become the centre of this project's solution-brainstorming phase.

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5.2.1. Pain point cards: explaining leasing's main problems

In this first section, the reader will be taken through the process of finding out the project's pain points from the insights discovered in the previous phase. 34 different pain points were defined.

In order to see the connection between the struggles and opportunities mentioned and the pain points defined, the following Table 7 is presented below. An in-depth overview of how it was done can be seen in Appendix F.

Nº	Insight discovered during qualitative and quantitative study	Pain point name
1	Customers have a desire to try on jeans before leasing or buying them. They demand in-store leasing. Some even consider it disappointing that it is not an option yet.	Lease in-store
2	Some customers are unaware of the existence of retail stores. They are missing the connection between MUD Jeans' website and the physical stores.	Connection to stores
3	For some customers, the stores they visited weren't "on-brand" or had a reduced product selection. Other customers can't find retail stores in their home countries or have pricey shipping costs.	Retail Availability
4	Customers demand changes in the payment system and more flexibility in the payment options available.	Payment issues
5	Customers are confused with the current system to introduce discounts (where to find them and how to apply them) and would like to have guidance and an easier process.	Introducing discounts
6	MUD Jeans' current process to lease multiple jeans is inconvenient according to consumers. The website is not optimized for it.	Multiple jeans lease
7	Customers show interest in receiving information through their purchase (e.g. information about the environmental impact of their purchase etc.).	Purchase information
8	Customers experience a lack of consistency in MUD Jeans' stock and lack an overview of it too. Customers suggest sending information regarding the current stock available or to be informed once jeans styles are back in stock (Appendix E).	Stock information
9	Customers demand a better user experience when doing consecutive purchases. They demand a simpler and more automatized process.	Consecutive purchases
10	Committing for 12-months generates doubt/indecisiveness in customers, they desire more flexibility in the leasing periods in order for it to adjust to their needs.	Flexible leasing periods
11	Customers not only lack clarity in the concept, but also lack the tangibility of it. It is a new, unfamiliar and complex concept to understand for many.	Unclear leasing concept
12	There are no clear guidelines of what is or isn't possible during the lease. Customers demand clarity in the services offered.	Unclear leasing services

Table 7. Pain point-insight connection.

13	The "leasing" terminology can be misleading or confusing for consumers. Some customers compare it with other leasing services like cars etc.	Leasing terminology
14	Although it is overall positively received by customers, they lack clarity on how it works and demand more flexibility in it too ("repairs for life").	Repair service
15	Customers are unsatisfied with sometimes not having functional jeans or paying for jeans that don't fit anymore. They demand having the option to change their jeans at least once during their leasing period.	Insufficiency of services
16	Customers lack an overview of their current lease(s). They don't know when they started the lease, the months they have left nor how much they still have to pay.	Leasing overview
17	Customers are passionate about the idea of sending back their jeans, they like the services offered (bike couriers or the free return label), but lack clarity on how it works and consider there is an overall low incentive to do so (it is "a hassle").	Returning leased jeans
18	Customers that decided to keep their jeans once the leasing period had ended would like to keep a connection to MUD Jeans too. This is currently unavailable.	No after-sales
19	Customers show interest in having a platform to connect to other leasers and work together with MUD Jeans on current and future projects (human connection, feel included).	Loyalty programme
20	Customers are interested in MUD Jeans' Vintage Collection. They suggested offering them as "working pants".	Vintage collection
21	For potential customers, the price of a garment is a very important factor in the purchase of a garment. Paying a lower price every month through MUD Jeans' leasing service could be an interesting USP for many (people with lower income, students...).	Price and jeans affordability
22	Participants like the idea of sending old pairs of jeans to recycle, but lack information on how it can be done.	Old jeans recycle system
23	Sustainability has been proven to be a mindset that affects all aspects of a customer's life. Customers are interested in becoming better at that through useful tips and hacks.	Sustainable lifestyle
24	Jeans are a very personal item for customers. Buying jeans online can be confusing or feel intangible for consumers. They would like to get better guidance in it.	Finding the right fit online
25	Customers desire to solve some recurring problems with their jeans and include more variety in styles, categories etc. (Appendix E).	Product improvements
26	Customers show an overall desire for a smoother and more personal communication with MUD Jeans throughout their leasing period.	Connection to MUD Jeans
27	First-time leasers' initial contact with leasing is sometimes confusing and unclear. This brings indecisiveness and lack of trust in the service.	Lease process guidance
28	Once the leasing period is coming to an end, customers are confused about how the payment stops, what to do with the jeans etc. They require guidance to choose the best option for their needs.	End of leasing guidance

Table 7. Pain point-insight connection.

29	Both current and potential customers are very interested in the circularity and recyclability aspect of the service. More information could be shared related to MUD Jeans' processes.	Circularity
30	Potential customers demand transparency and clarity in the numbers that make MUD Jeans different as a brand and worth investing their time and money in.	What makes us sustainable
31	Customers desire to be more "included" and would like to learn more about MUD Jeans' behind the scenes (working space, internal culture...) and participate in some of MUD Jeans current and future projects.	MUD's behind the scenes
32	MUD Jean's website lacks intuitiveness and the necessary information to make the decision of whether to support Lease A Jeans or not.	Website navigation
33	Having a well-curated online presence has been proven to be one of the most effective ways of gaining new customers, especially in international articles and newspapers, as demanded by some of the customers interviewed.	Presence online
34	Word-of-mouth or referral marketing has been proven to be extremely present among customers. However, many of them lack the tools to successfully convince their peers to try leasing out.	Unsuccessful advocacy

PAIN POINT CARD OVERVIEW

Figure 59 provides an example of how the pain points are going to be presented. Each pain point card will contain the following information:

- **Title:** Pain point cards name.
- **Subtitle:** brief overview of what the pain point card is about.
- **Image:** visual representation of the pain point.

- **Data frequency (stars):** with a minimum of 1 to a maximum of 3 stars, depending on the amount of times a pain point has been brought up by respondents in the customer research studies carried out.
- **Colour code:** related to the category or group it belongs to.

In order to gain a better overview of the pain point cards, all 34 pain points listed above will be grouped in 11 categories depending on its nature. All grouped pain point cards are presented in Figure 60 (next page).

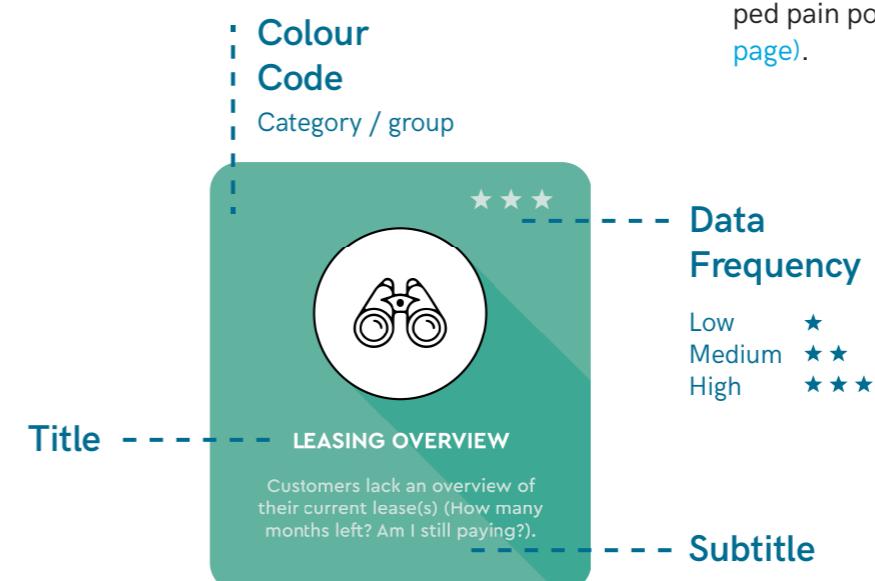


Figure 59. General pain point card structure overview.



- Purchasing process (7)
- Understanding leasing (3)
- Changes in services offered (4)
- Connection after leasing (2)
- USP to exploit (4)
- Product-related (2)
- Connection & guidance (3)
- Who MUD Jeans is (3)
- Website (1)
- Advocacy (2)
- Retail stores (3)

5.2.2. Pain point classification and selection process

In this second section, the presented 34 pain point cards are going to be first classified and then filtered to the main "solvable" pain points of this project.

STEP 1: SELECTION PROCESS

As shown in the previous section, there is great variety in the pain points identified. This is why, in this first step, the goal is to zoom out of the pain point cards defined and see which ones could be solved using our design skills in the time given for this project.

- Can this pain point be solved during a period of 2 to 3 months?
- Can we essentially solve this pain point ourselves?

The criteria of card-selection is as follows:

- Can this pain point be solved using design skills (strategic, product, graphic, UX)?

The following Figure 61 shows the classification obtained after filtering the different pain points through the questions proposed. 19 "solvable" pain points were selected for the next step.

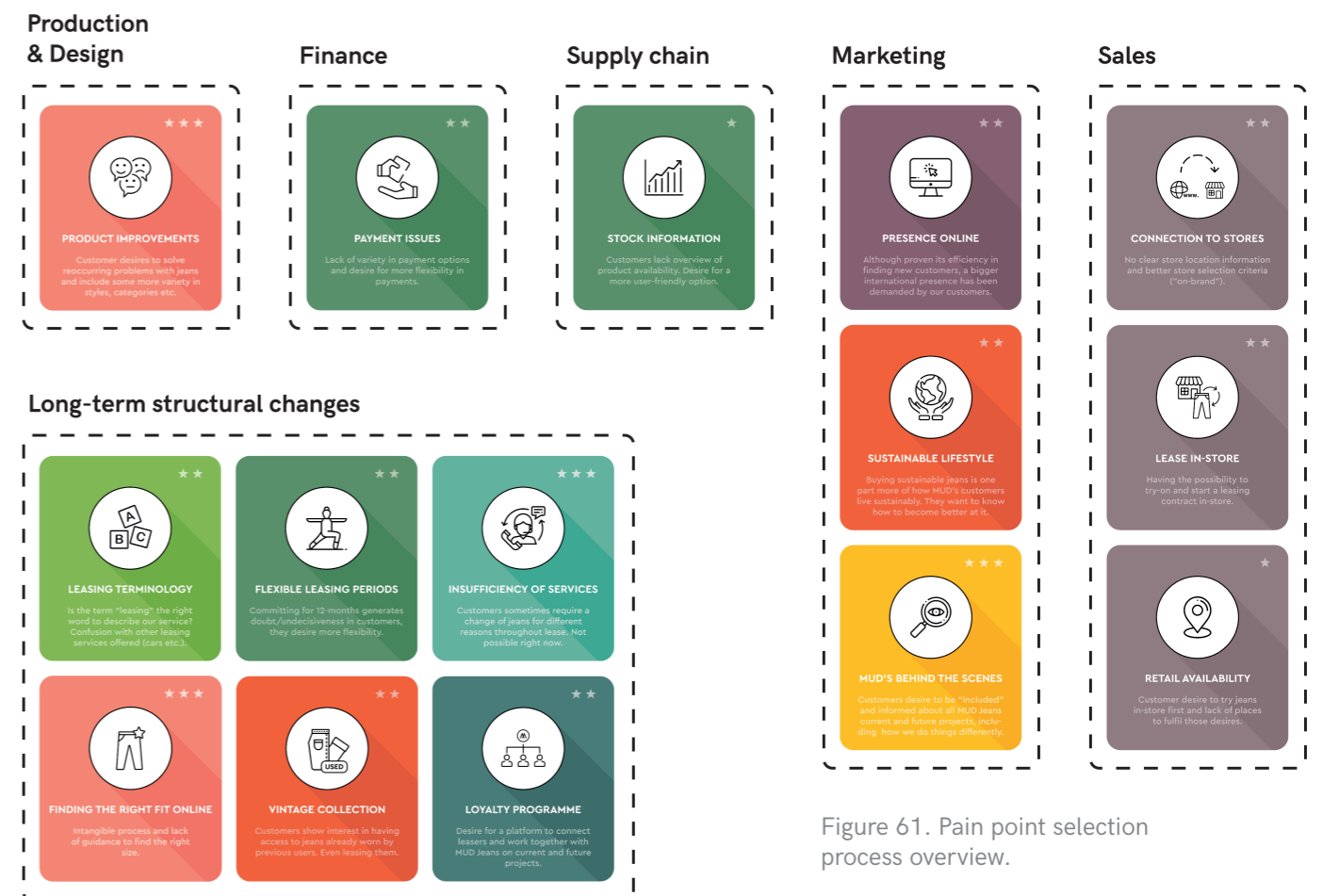


Figure 61. Pain point selection process overview.

19 Solvable Pain Points selected



Figure 61. Pain point selection process overview.

STEP 2: IN-DEPTH DESCRIPTION OF THE MAIN PAIN POINT CARDS

Once the 19 main pain points cards were defined, it was time to gain an in-depth overview of the possibilities each and every one of them had to offer for the project.

Figure 62 provides an example of how the detailed pain point cards will look like. Each pain point card will contain the following information:

- **Title, subtitle, data frequency and colour code** (same as the ones shown in the previous section).
- **Overview:** in-depth description of the main elements/struggles that define the pain point.
- **Opportunities:** possible solutions that could solve the pain point. Some of them were proposed by the interviewed leasers. Others were thought of by us.

- **Quote:** cite of a customer that reflects what the pain point is about.
- **Target customer:** information about the specific group of people that brought up the information connected to the pain point (type of consumer, age & gender...) and the part of the experience it is connected to (before, during and after leasing).

All 19 detailed pain point cards are described below from Figure 63 to Figure 81 (next page).

Colour Code

- Purchasing process (4)
- Understanding leasing (2)
- Changes in services offered (3)
- Connection after leasing (1)
- USP to exploit (2)
- Connection & guidance (3)
- Who MUD Jeans is (2)
- Website (1)
- Advocacy (1)

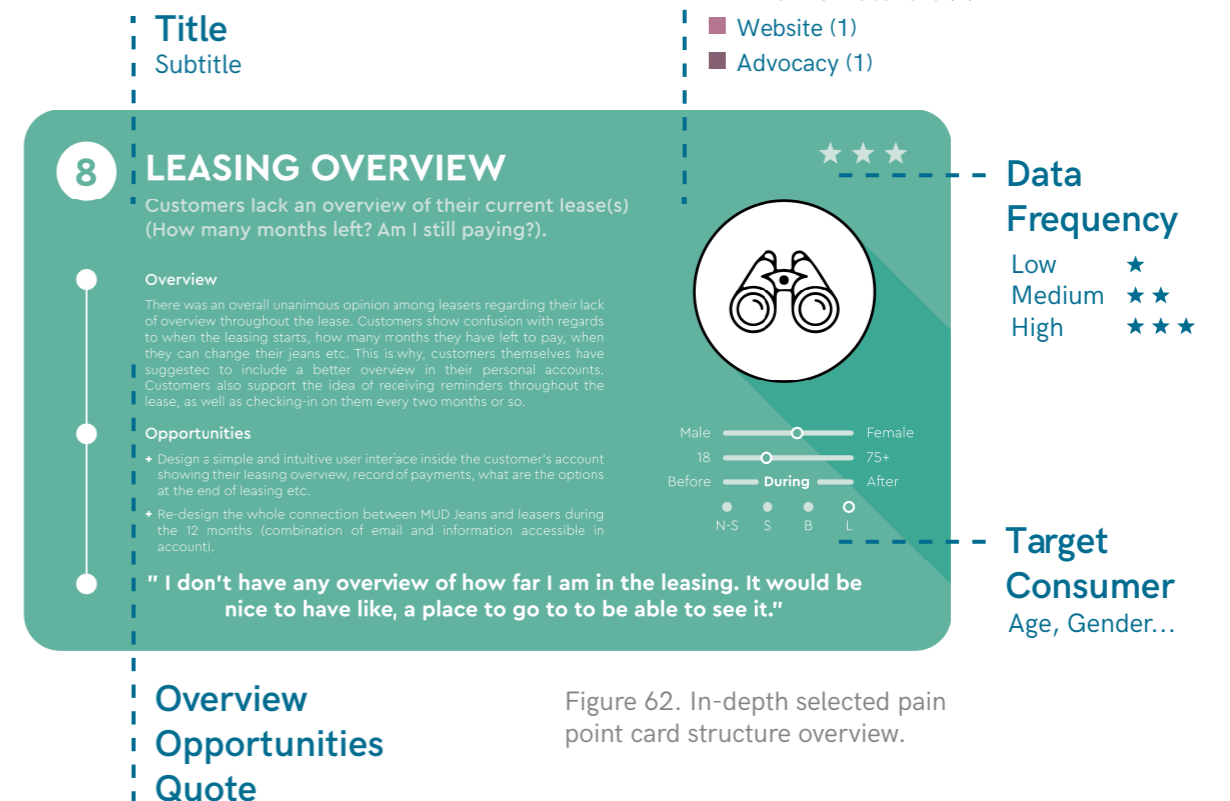


Figure 62. In-depth selected pain point card structure overview.

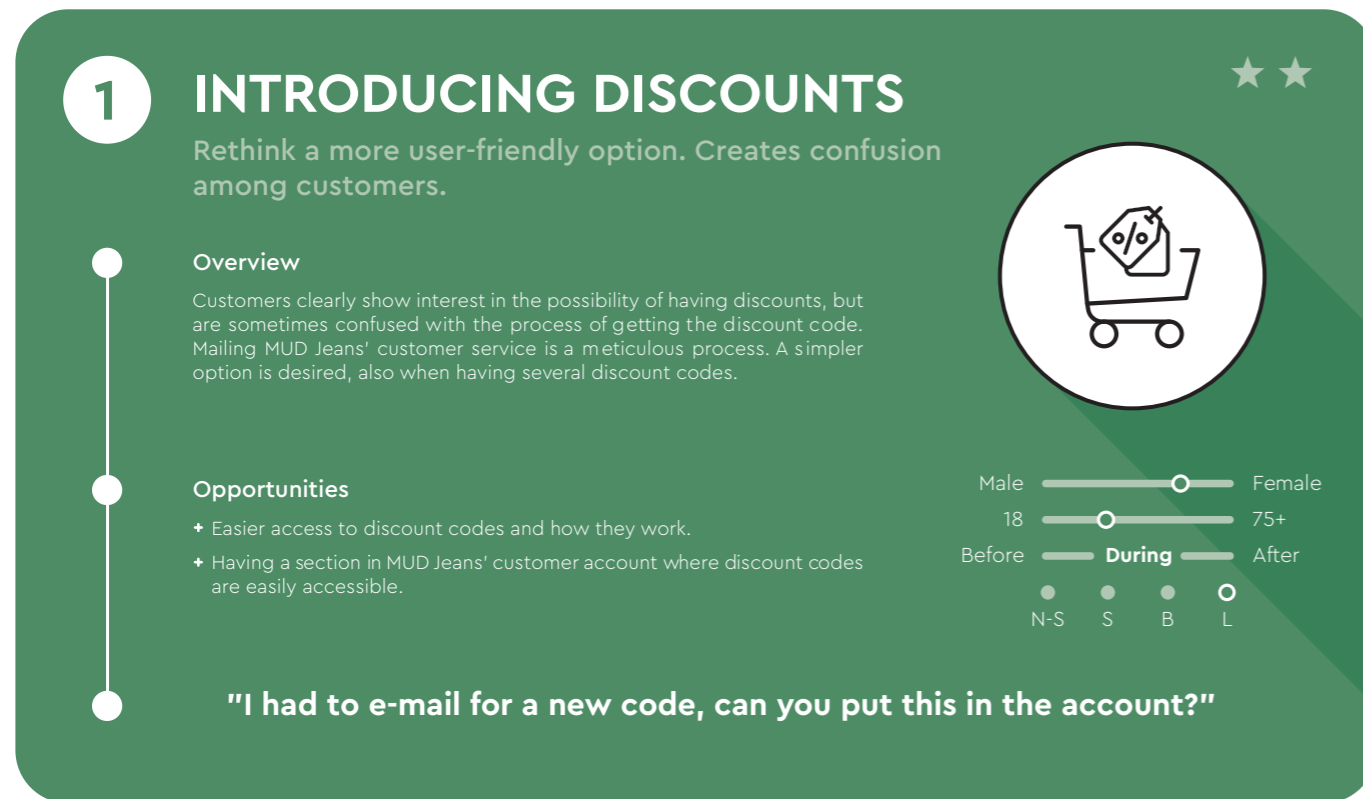


Figure 63. Pain point card selected (1).

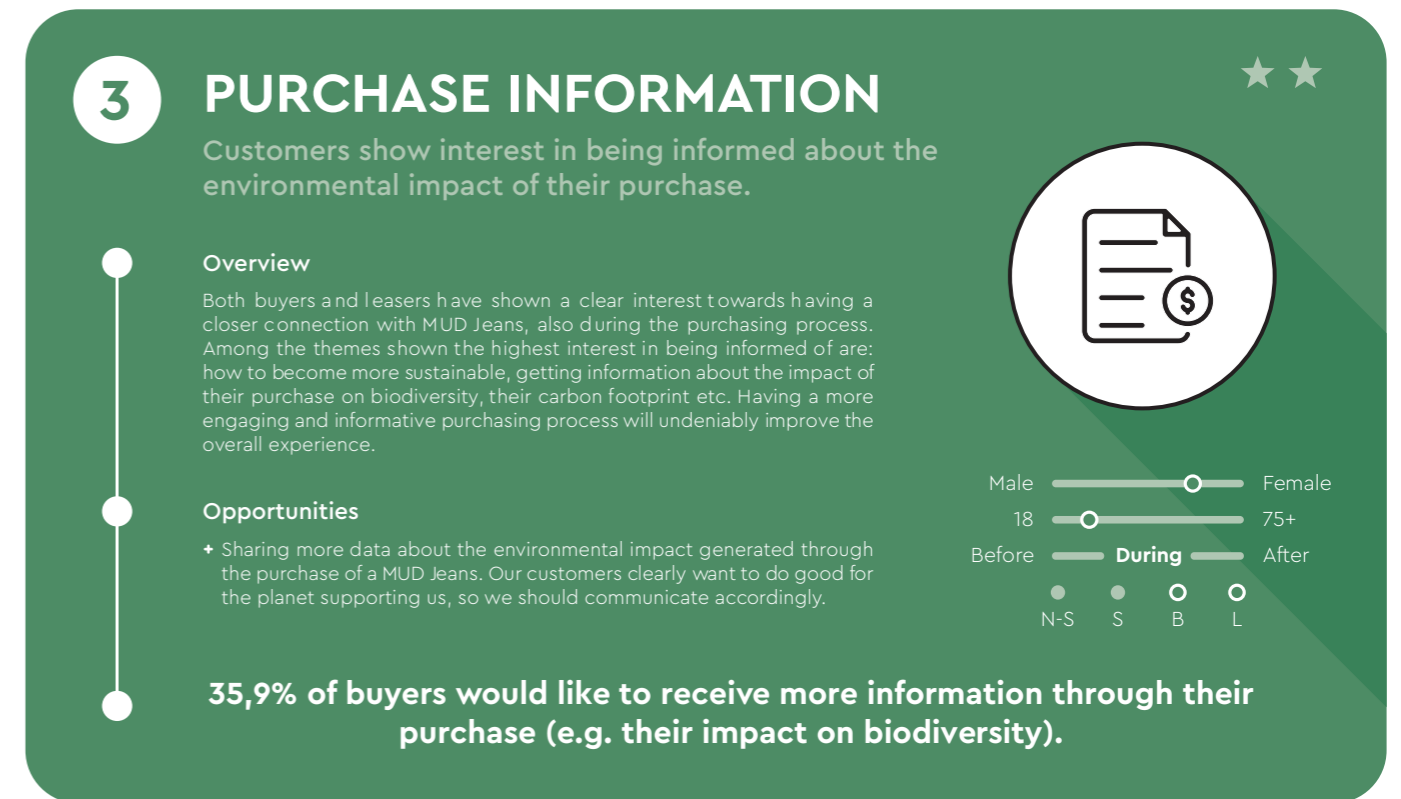


Figure 65. Pain point card selected (3).

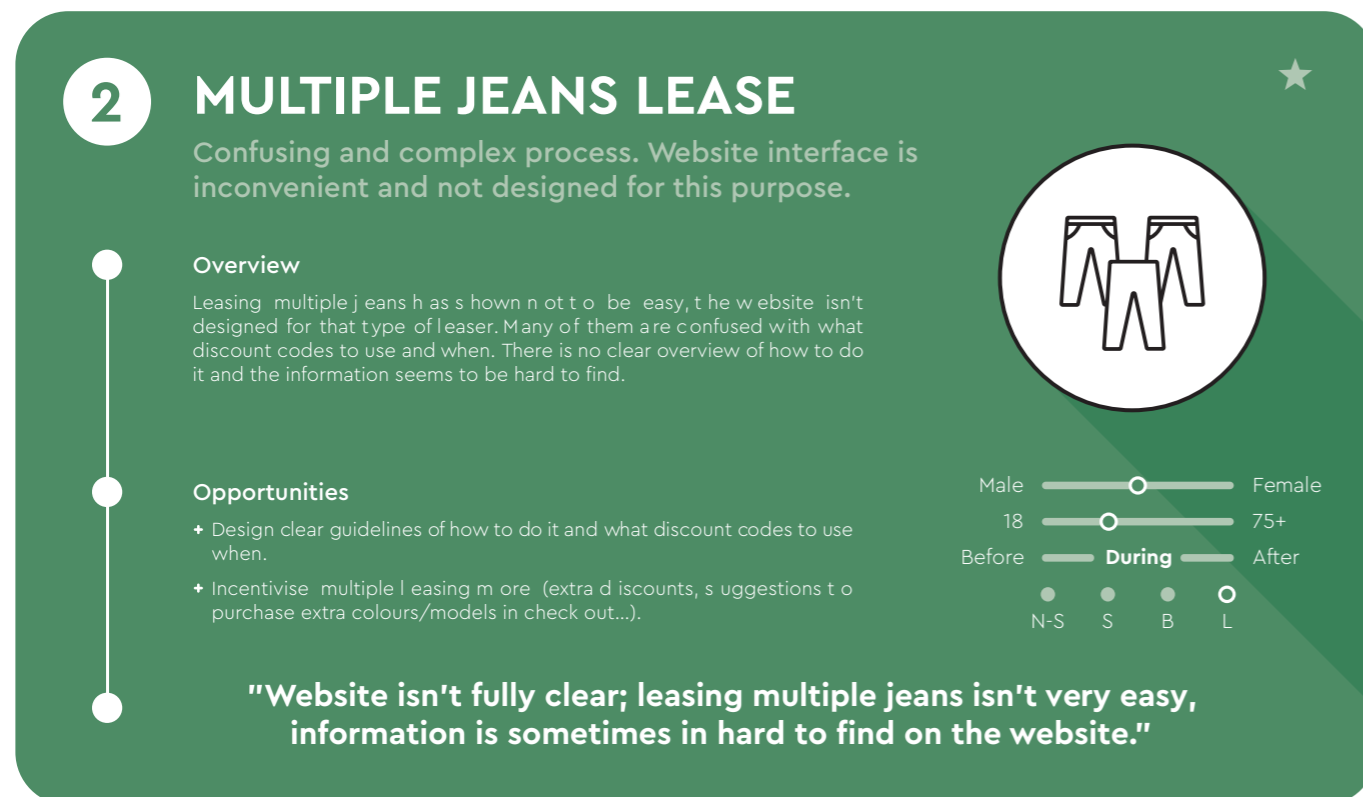


Figure 64. Pain point card selected (2).

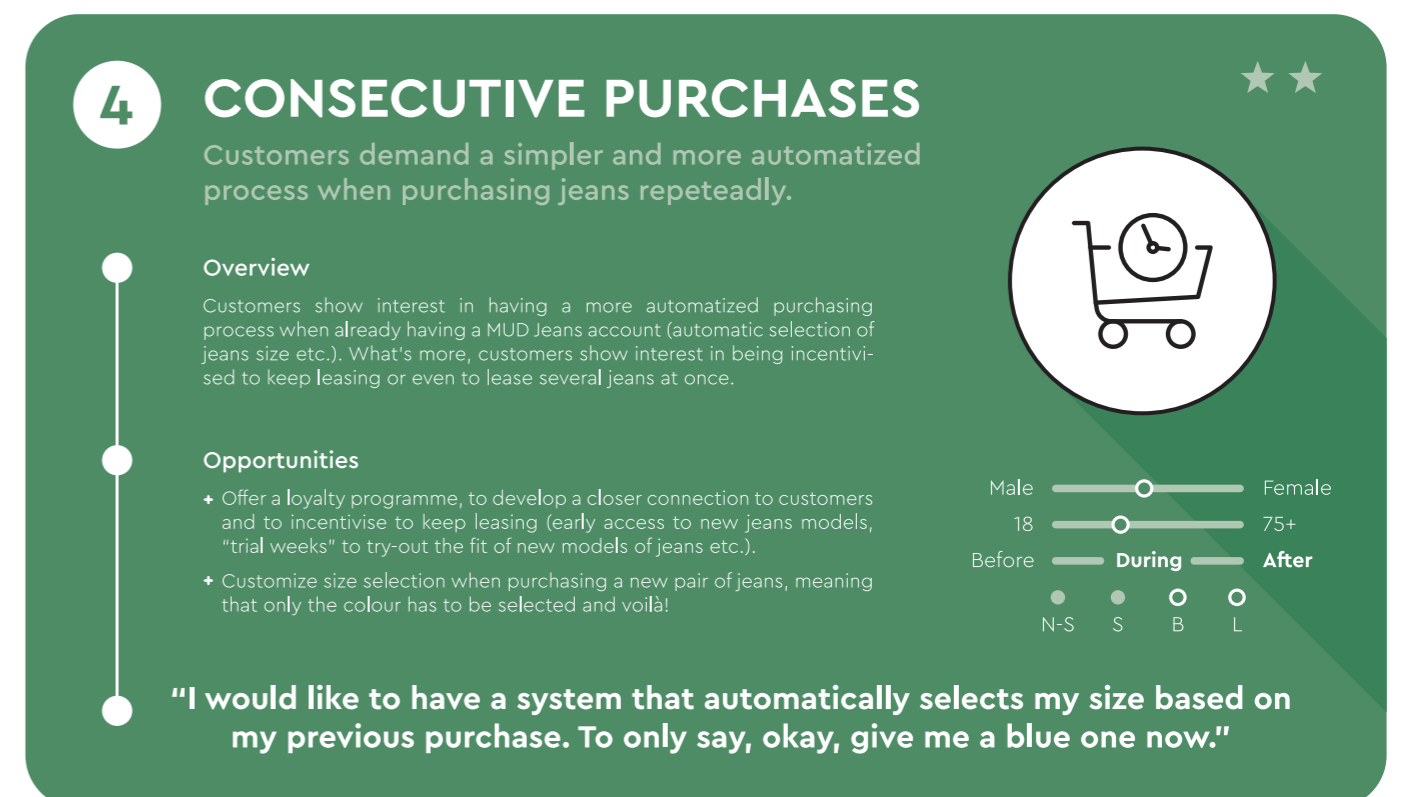


Figure 66. Pain point card selected (4).

5

★★★

UNCLEAR LEASING CONCEPT


Missing some tangible aspects of leasing. Overall concept misunderstanding.

Overview

It has been shown through customer research that MUD Jeans' *Lease A Jeans* service is a strong USP and of clear interest among current and potential customers. However, it is overall not clearly understood. The term "leasing" automatically creates assumptions in customers, leading to confusion or distrust in the service. Customers show a clear desire of being informed of the service with more tangible aspects.

Opportunities

- + Explain leasing in our "customers' language", addressing their erroneous assumptions, clarifying our difference from other leasing services.
- + Intuitive and simple representation of what leasing means to MUD Jeans.
- + Keep it tangible, it should spark our customers' curiosity (e.g. show what happens with jeans after lease, share stories of consumers etc.).



Male Female

18 75+

Before During After

N-S S B L

"The concept of leasing clothes sounded weird, as you're wearing someone else's clothes."

Figure 67. Pain point card selected (5).

7

★★

REPAIR SERVICE

Lack of clarity in our available repair service. Desire for more flexibility too ("repairs for life").

Overview

MUD Jeans' repair service, although shown to be needed by only around 20% of our customers, has been very positively received overall. Some customers even consider it as a significant USP. However, there is still a lack of awareness of the existence of this service during leasing, as well as lack of understanding of how it works. In addition, there is a demand for "a repair for life" service, which could broaden our service and adapt to the specific needs of every consumer.

Opportunities

- + Clear and simple explanation of MUD Jeans' repair service (what it is and how it works, with examples of customers for example).
- + Discuss internally the possibility of offering more repair service options, including a "repair for life" one.



Male Female

18 75+

Before During After

N-S S B L

"I was told because it was outside of the one year lease period, I couldn't get them repaired. Which I wasn't aware of. I thought it was, you know, repairs for life."

Figure 69. Pain point card selected (7).

6

★★

UNCLEAR LEASING SERVICES

"Leasing" creates some erroneous assumptions of the services offered. Clear need to clarify it.

Overview

When presented with the term Lease A Jeans, customers automatically associate our service offerings to the ones in other industries working with "leasing" (cars, washing machines etc.). Customers lack a clear understanding of the advantages of leasing compared to buying and lack guidelines of what is possible or not during the leasing period. That leads to strong indecisiveness and confusion of what the service is about.

Opportunities

- + Clear communication and intuitive representation of what is possible through leasing.
- + Address assumptions about leasing services (cars etc.) with a bold statement e.g. "We are not a car leasing".
- + Explain the benefits/differences from buying. Give assistance in decision process (is it for you?).



Male Female

18 75+

Before During After

N-S S B L

"I'm wondering whether I will lease it again, or just buy it next time."

Figure 68. Pain point card selected (6).

8

★★★

LEASING OVERVIEW

Customers lack an overview of their current lease(s) (How many months left? Am I still paying?).

Overview

There was an overall unanimous opinion among leasers regarding their lack of overview throughout the lease. Customers show confusion with regards to when the leasing starts, how many months they have left to pay, when they can change their jeans etc. This is why, customers themselves have suggested to include a better overview in their personal accounts. Customers also support the idea of receiving reminders throughout the lease, as well as checking-in on them every two months or so.

Opportunities

- + Design a simple and intuitive user interface inside the customer's account showing their leasing overview, record of payments, what are the options at the end of leasing etc.
- + Re-design the whole connection between MUD Jeans and leasers during the 12 months (combination of email and information accessible in account).



Male Female

18 75+

Before During After

N-S S B L

" I don't have any overview of how far I am in the leasing. It would be nice to have like, a place to go to to be able to see it."

Figure 70. Pain point card selected (8).

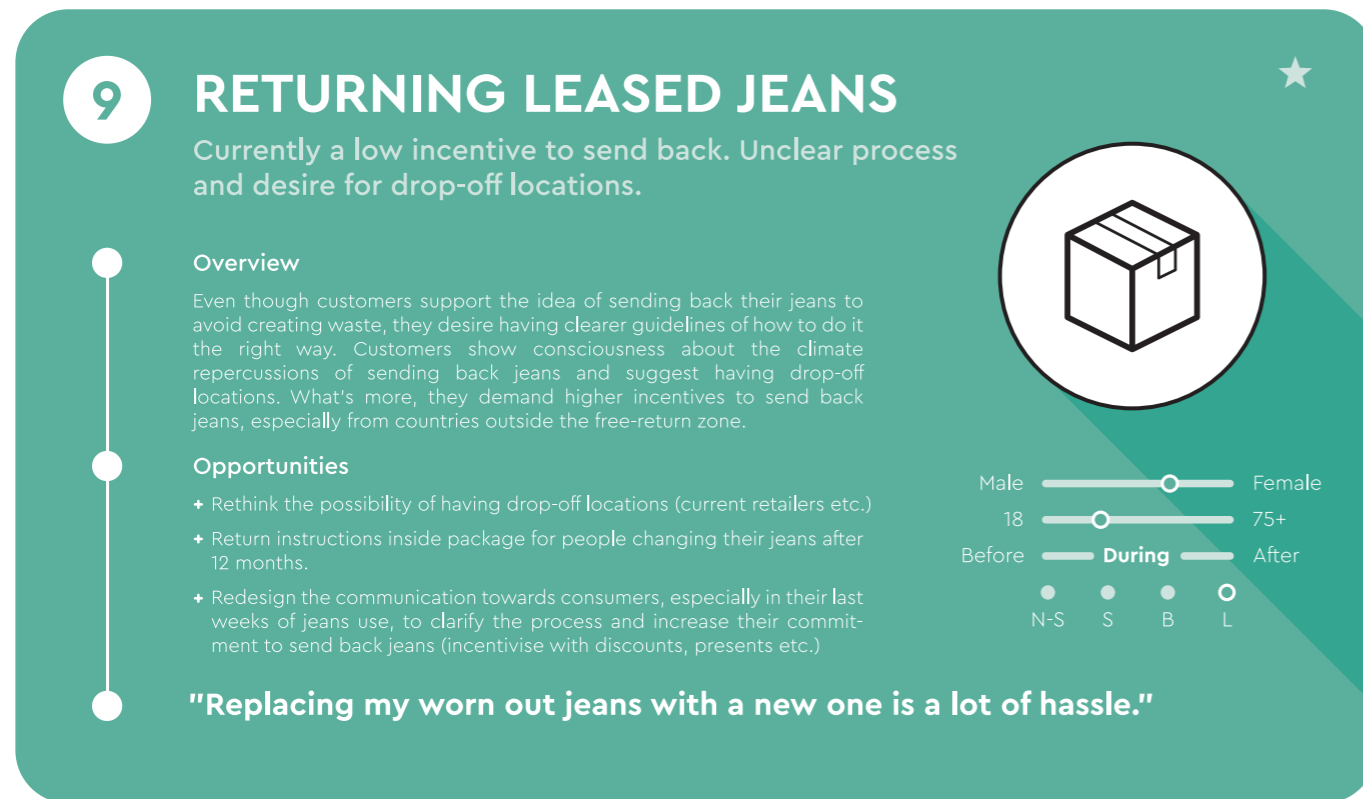


Figure 71. Pain point card selected (9).

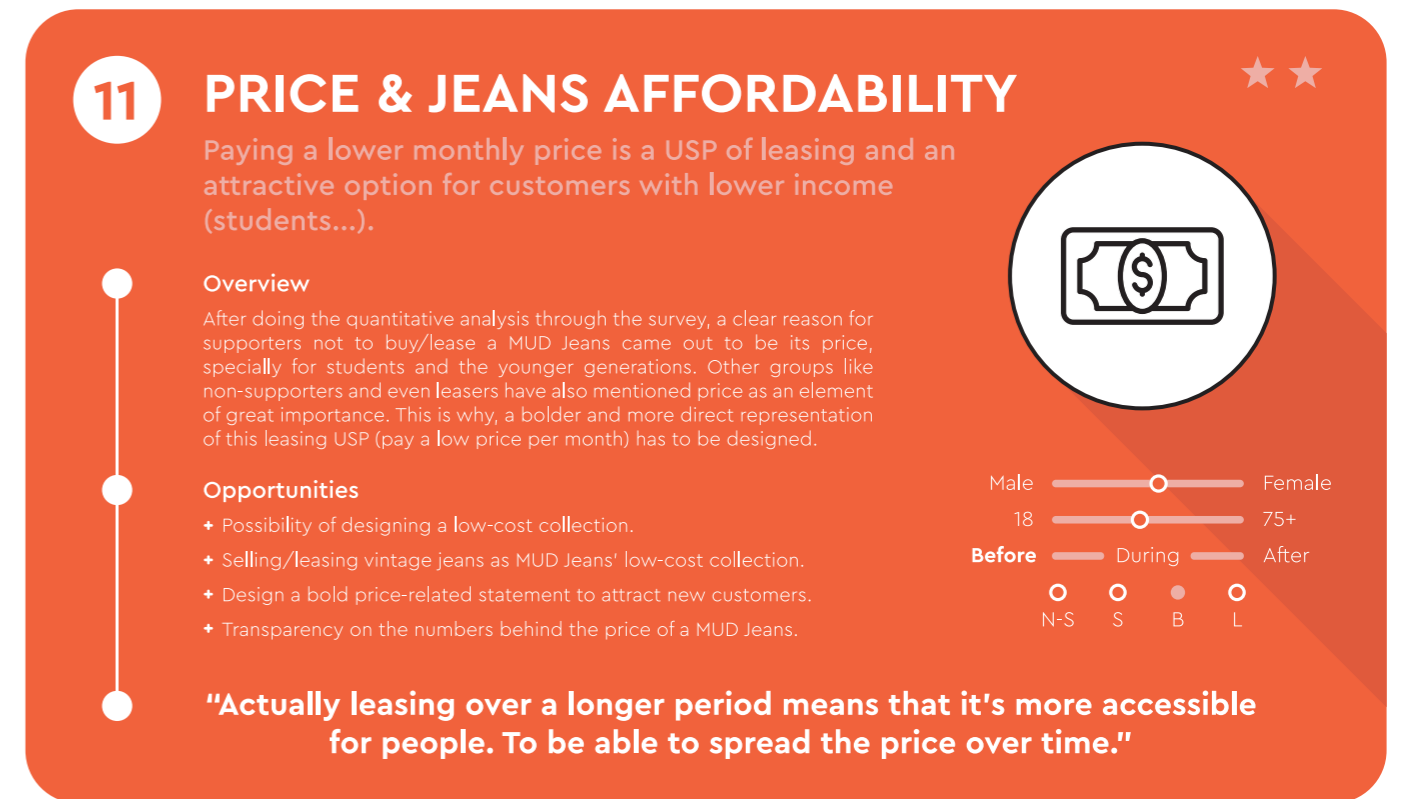


Figure 73. Pain point card selected (11).



Figure 72. Pain point card selected (10).

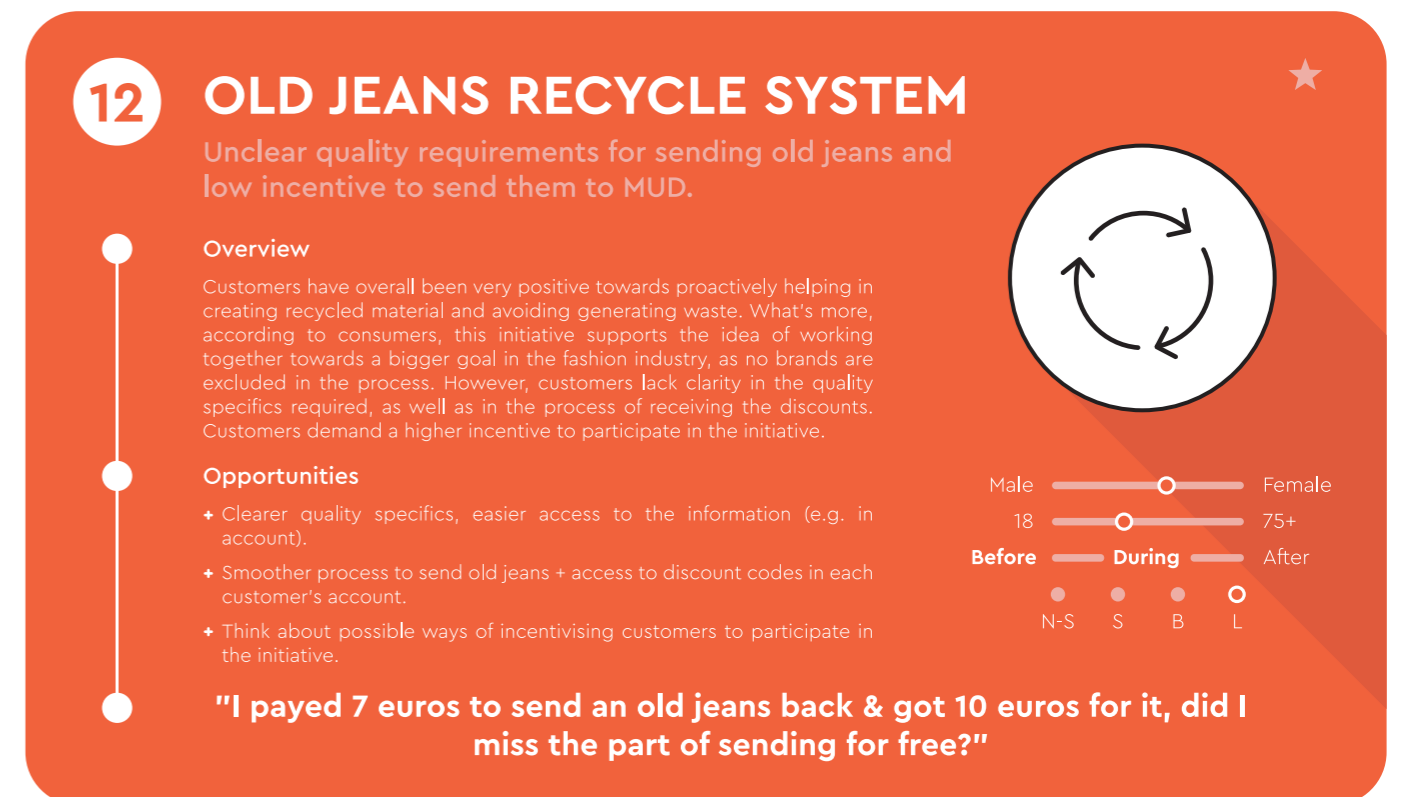


Figure 74. Pain point card selected (12).



Figure 75. Pain point card selected (13).

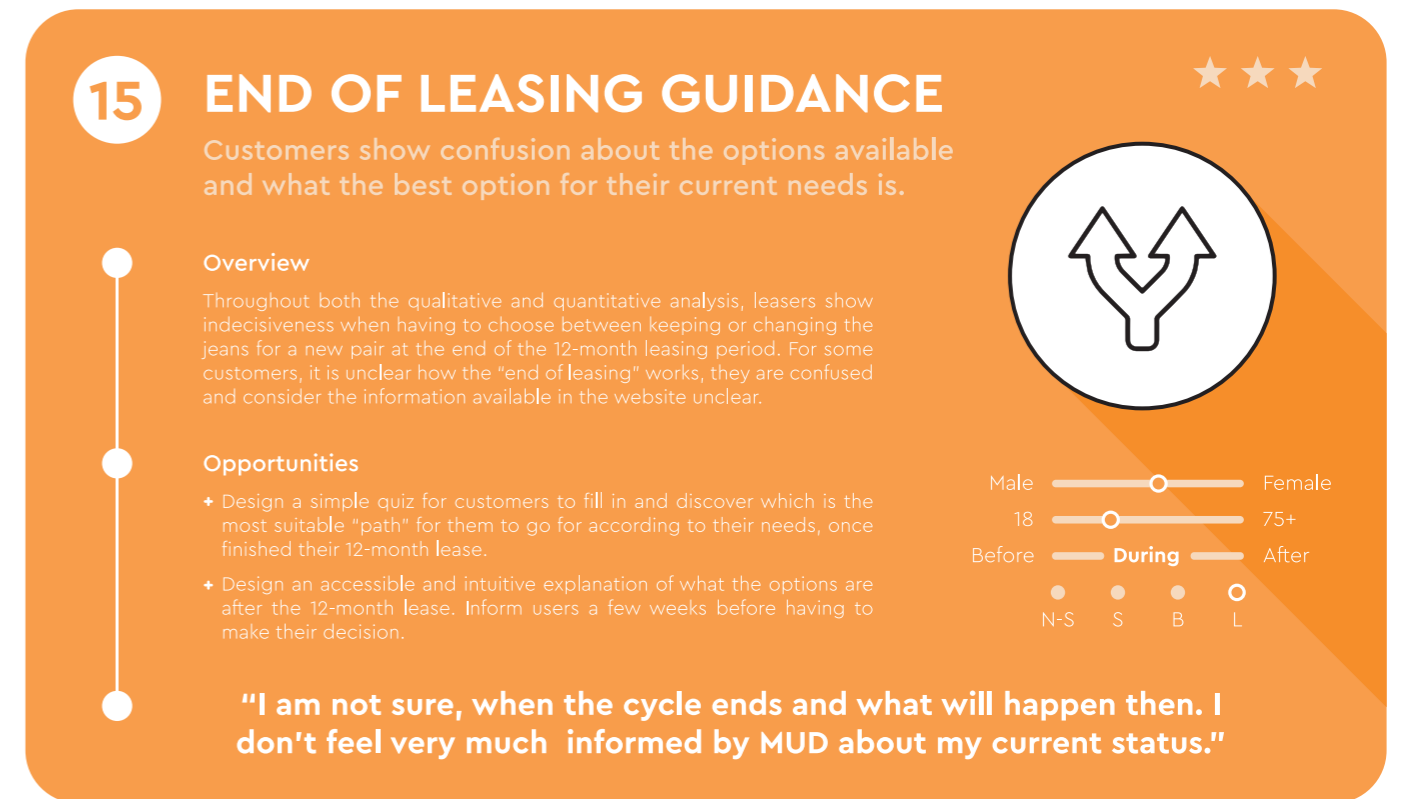


Figure 77. Pain point card selected (15).

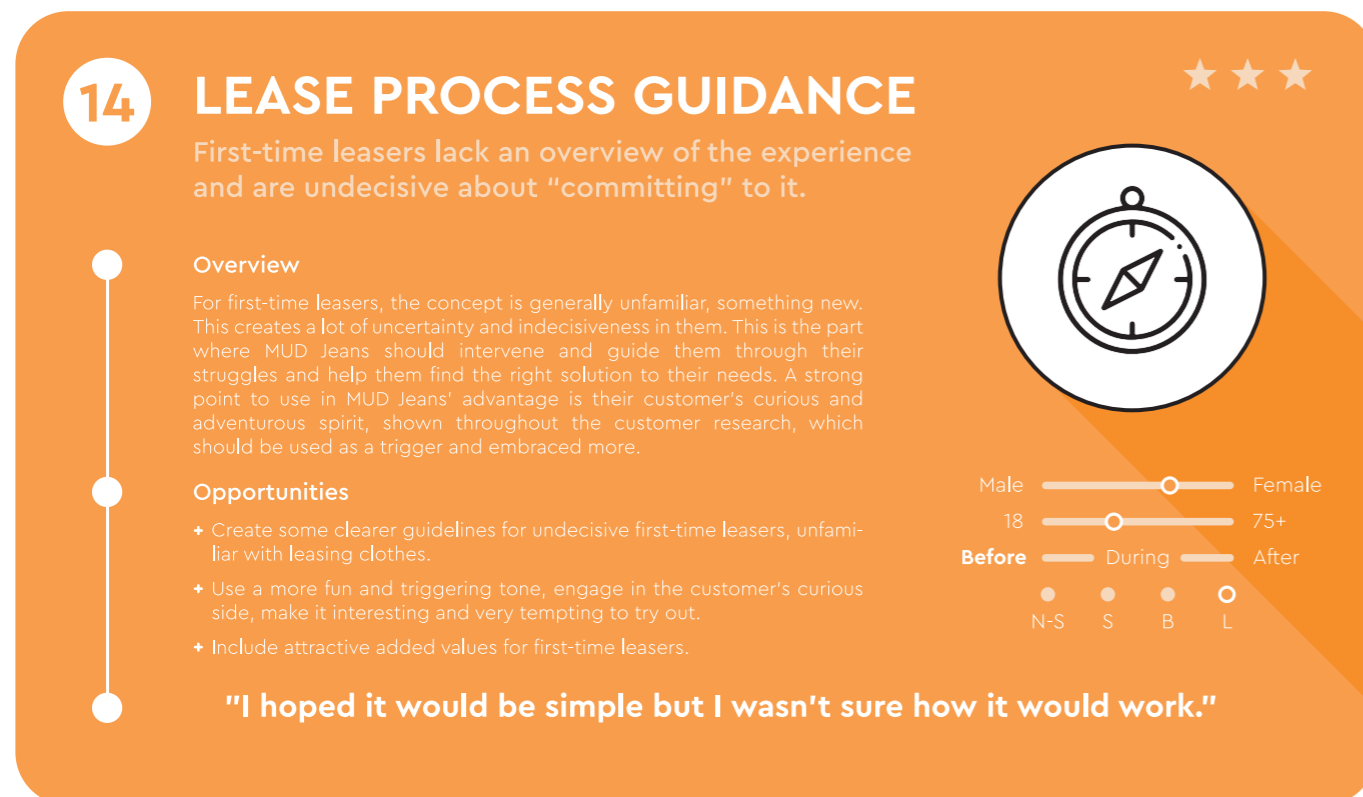


Figure 76. Pain point card selected (14).

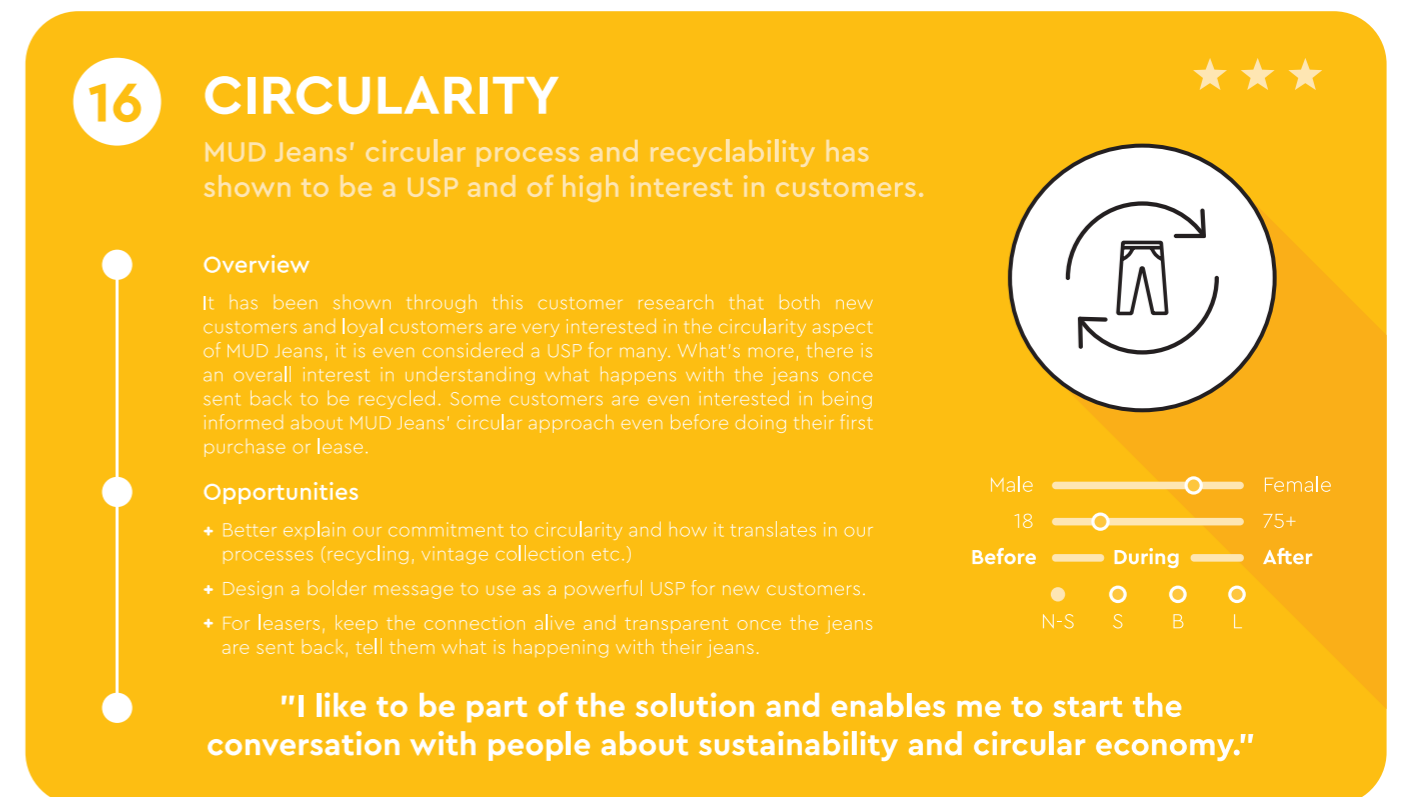


Figure 78. Pain point card selected (16).



Figure 79. Pain point card selected (17).



Figure 81. Pain point card selected (19).

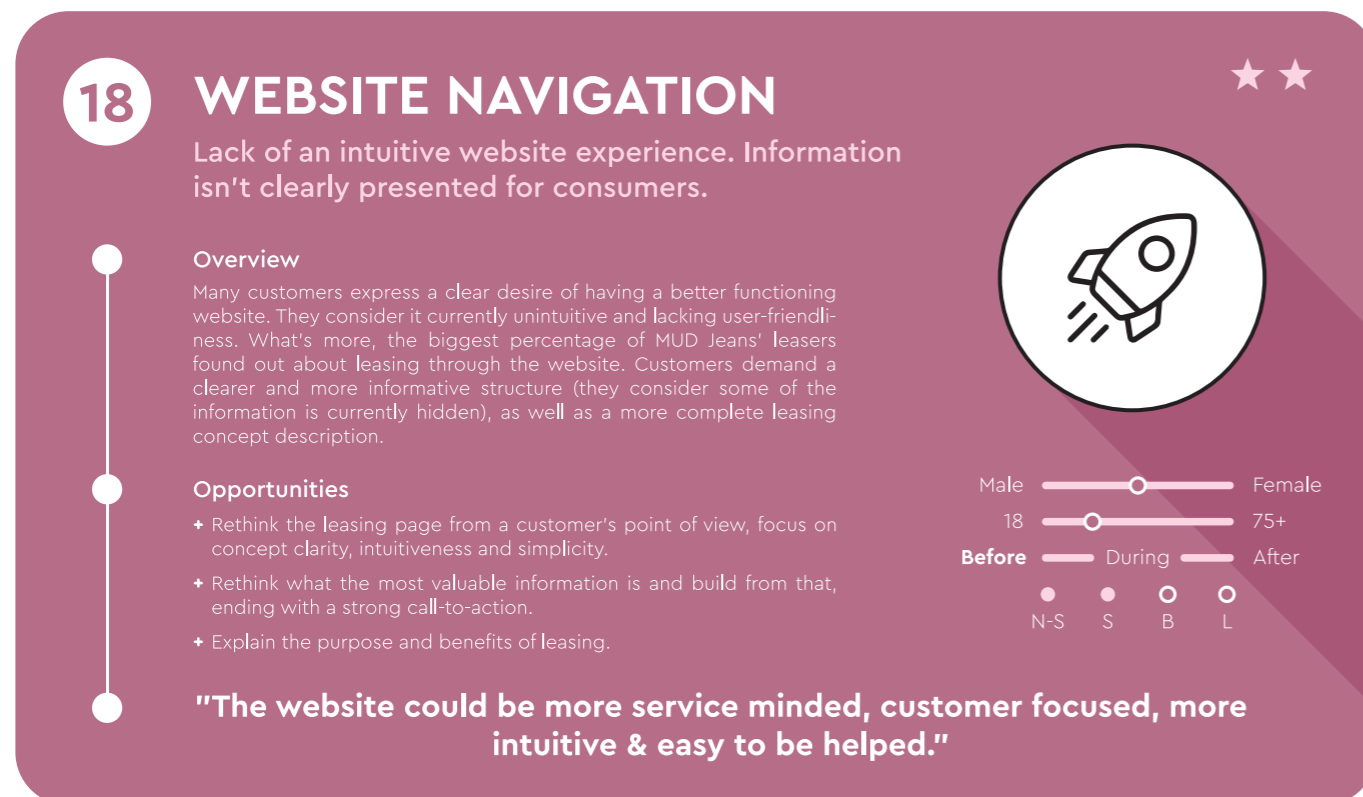


Figure 80. Pain point card selected (18).

5.2.3. Project focus: Overriding pain points

In this last section of Phase II, the remaining 19 pain point cards will be analysed through the PICK chart, an impact-effort matrix that will highlight the most suitable pain points to work with in this project.

UNDERSTANDING THE PICK CHART

The PICK chart is a Lean Sigma tool for organising and categorizing process improvements into four different groups for easy analysis: Possible, Implement, Challenge and Kill (George & George, 2003). These four groups are divided in quadrants separated by two axis and together they define the impact-effort matrix. On the X-axis, the reader will find the scale of impact of MUD Jeans' Lease A Jeans' 19 pain point cards; and, on the Y-axis, the reader will see the scale of effort needed to overcome each and every pain point.

The goal of using this chart is to find the pain points that generate the biggest impact with the smallest effort. These elements are the ones found in the implement quadrant and they are commonly referred as "quick wins" (Figure 82).

PICK CHART SETUP: PRIORITIZING PAIN POINTS

As shown in the previous sections, the nature of the pain point cards is varied and complex. Some of them are simple and easy to fix while others might require a lot of time and effort to do so.

In order to find the above mentioned "quick wins", a survey was sent out to MUD Jeans' Head Department to rank (1 to 10) the pain points depending on:

- **Urgency:** How urgent do you consider it to solve this pain point according to your own personal criteria?
- **Customer Satisfaction (ROI):** What effect do you think solving this pain point is going to have in MUD Jeans' Lease A Jeans service?

- **Time:** How much time will we need to solve this pain point?
- **Resources:** How much resources will we need to solve this pain point?

As some of the criteria are kind of abstract to correctly value, the star ratings given to every pain point card (based on the importance and frequency it has been mentioned in the qualitative and quantitative studies) were also included in both urgency and customer satisfaction. An overview of the results obtained can be seen in Appendix G.

Once all 19 pain points were ranked by these criteria, we conducted the following calculations:

- **IMPACT = Urgency + Customer Satisfaction**
- **EFFORT = Time + Resources**

Both categories (impact and effort) could collect a maximum of 20 points each and, depending on the sum of scores, the pain points were positioned differently as shown in Figure 82. The most promising pain points to work on in this project are highlighted inside a blue circle.

RESULT OVERVIEW

An overview of each quadrant is presented below:

- **Quick Wins - Implement:**

Figure 83 provides an overview of the 10 most interesting pain points to work on or what can be considered the "sweet spot". All of the ones considered are inside the blue circle and will be, from now on, the main focus of the project. Although there is still variety in these pain points, most of them are related to the understanding of the concept and the connection to MUD Jeans during the leasing period.

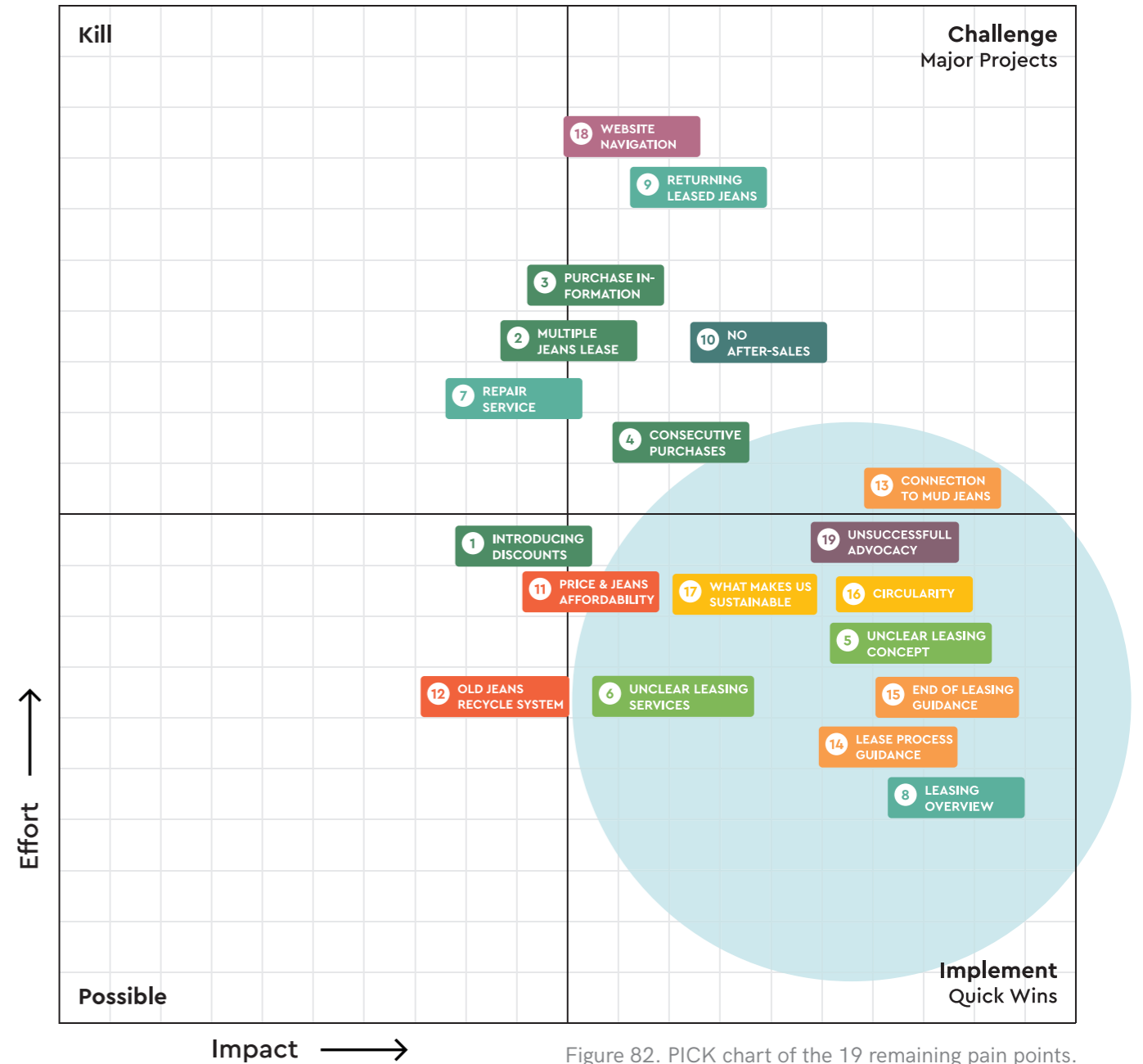


Figure 82. PICK chart of the 19 remaining pain points.

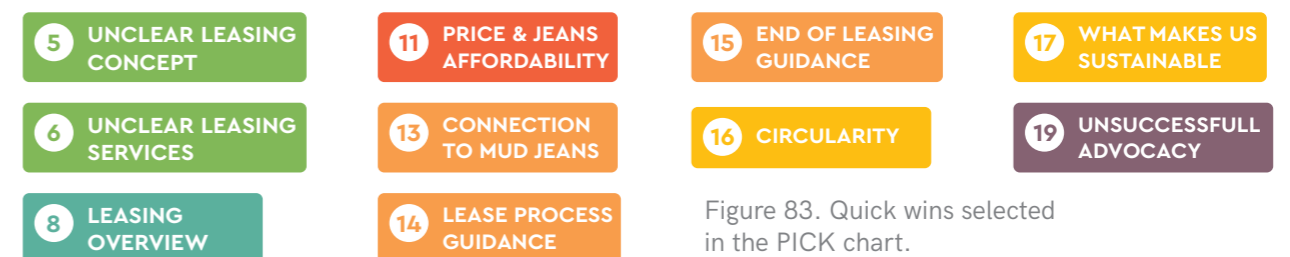


Figure 83. Quick wins selected in the PICK chart.

• **Major Projects - Challenge:**

In this quadrant, a total of 6 to 7 pain points have been selected. Most of these pain points are very interesting to consider but are going to be too time- or resource-consuming for the time given in this project. For this reason, some of them might be included in the prototype designed, but they won't be completely solved. These pain points are the most relevant ones to consider for the near future, but we won't be able to solve them as of yet.

• **Possible and Kill:**

Although less impactful than the other two quadrants, it is important to mention that they can still be valuable and contribute to an overall improvement of the customer's experience. As you can see in [Figure 82](#), not a lot of pain points fall in either of these categories, meaning that most of the pain point cards selected are of high value for MUD Jeans' Lease A Jeans service.

REFLECTION

Although there are many different paths to take in this project, prioritizing the pain points that are not only the most prominent struggles suffered by consumers, but also the things on top of the company's priority list was of great importance.

There is no doubt that the pain point cards that stood out the most in the PICK chart were also the most important ones mentioned by consumers, but it was very valuable to see how they align with the company's interests too.

In the following two phases, the reader will be taken through the creative process of the Double Diamond framework, where the "real" design work is going to take place.

SUMMARY PAGE

- A list of 34 pain points exposing the most prominent insights gathered is defined in [Table 7](#).
- Once the problems were defined, pain point cards were created and grouped in 11 categories depending on its nature (e.g. purchasing process, connection & guidance, advocacy, changes in services offered...) ([Figure 60](#)).
- In order to select the "solvable" pain points of this project, we applied the following criteria:
 - Can this pain point be solved using design skills (strategic, product, graphic, UX)?
 - Can this pain point be solved during a period of 2 to 3 months?
 - Can we essentially solve this pain point ourselves?
- A list of 19 "solvable" pain points was selected, all described in depth from [Figure 63](#) to [Figure 81](#).
- In order to prioritize which pain points to solve in the project time given we introduced the 19 selected pain points in a PICK chart, an impact-effort table. We discovered 10 "quick wins" as shown in [Figure 83](#) which will be the main focus of the project.

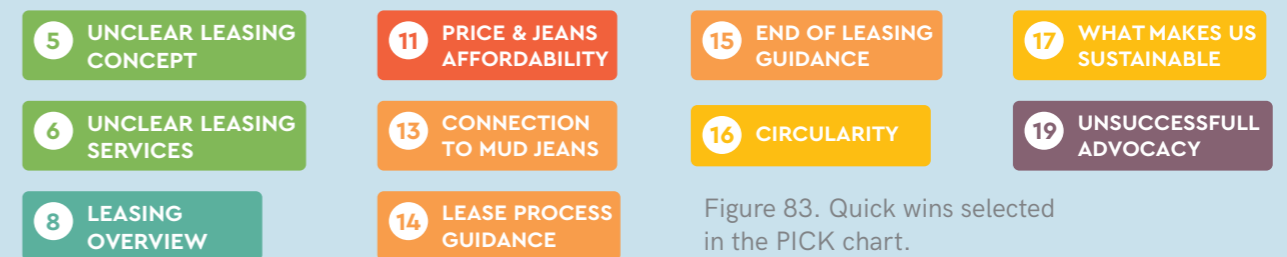


Figure 83. Quick wins selected in the PICK chart.

WHAT'S NEXT?

Once the most important problems have been defined and selected, it is now time to start brainstorming solutions to those problems together with the team of leasers that were willing to participate in this project.

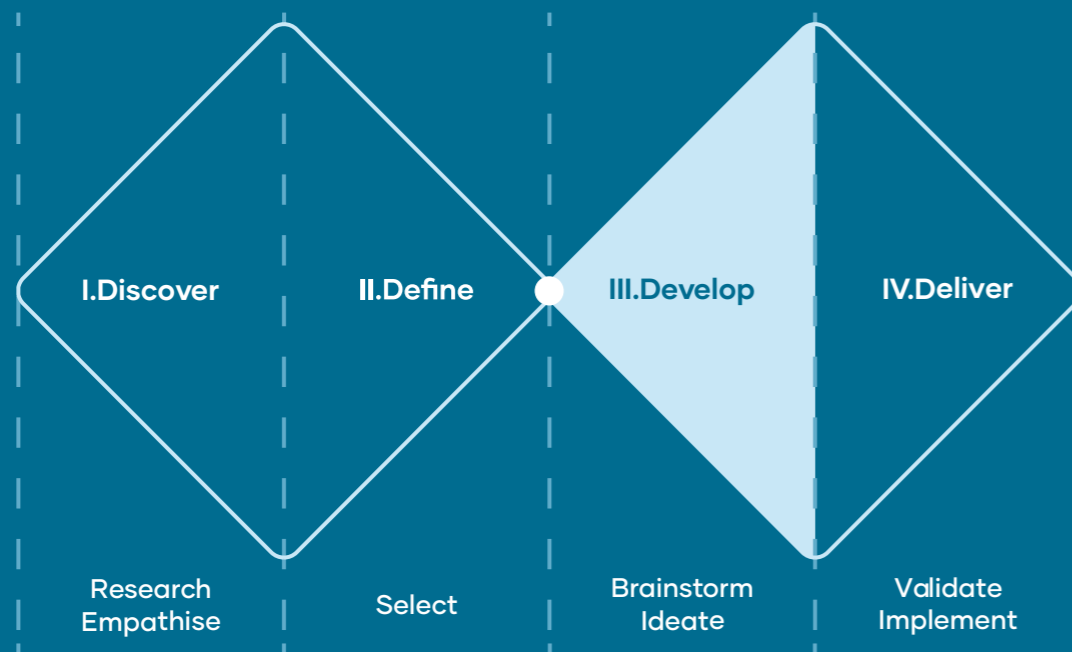
CHAPTER 5

PHASE III: Develop

In this first phase of the second diamond, the reader will be taken through the development of a strategic plan together with MUD Jeans' team to start brainstorming design solutions to the problems that have been selected.

In this phase, the input of both MUD Jeans' design team and the interviewed leasers will be closely considered in order to design the most complete solution to the pain points discovered.

5.3.1	Elaborating a strategic plan with MUD Jeans	109
5.3.2	Understanding the framework of implementation: web user experience design (UX)	110
5.3.3	Solution brainstorming and creative problem-solving process	112



5.3.1. Elaborating a strategic plan with MUD Jeans

Once the 10 most relevant pain points were selected, it was now time to develop a strategic plan together with MUD Jeans' team for the following brainstorm phase.

An overview of how the 10 above mentioned "quick wins" will be solved can be seen in Figure 84.

Being almost halfway through the project time given, it became essential to use every minute wisely. At the end of the day, the main goal of this project is to bring the most design value to MUD Jeans as a company. For this reason, in every crossroad situation or scenario in the project, the design direction given by MUD Jeans' team was always taken as the top priority.

As you can see, some pain points that were initially not part of the "quick wins" will be included as part of the account design as well. They will not be solved completely because they might require more time or resources, but they will be included in the website prototype.

That being said, before starting the project's brainstorming phase a meeting with Danique Gunning, MUD Jeans' project supervisor, took place. The goal of the meeting was to jointly define where the most design value could be achieved after discovering the 10 "quick wins" of the PICK chart.

The conclusions of the meeting are as follows (from highest to lowest priority):

- Redesign the Lease A Jeans page to better explain the concept to potential customers.
- Redesign the account page to improve the connection to customers throughout the lease. Facilitate the access to information that is currently unavailable or difficult to find for leasers.
- Design tools to facilitate the advocacy of MUD Jeans' leasers.

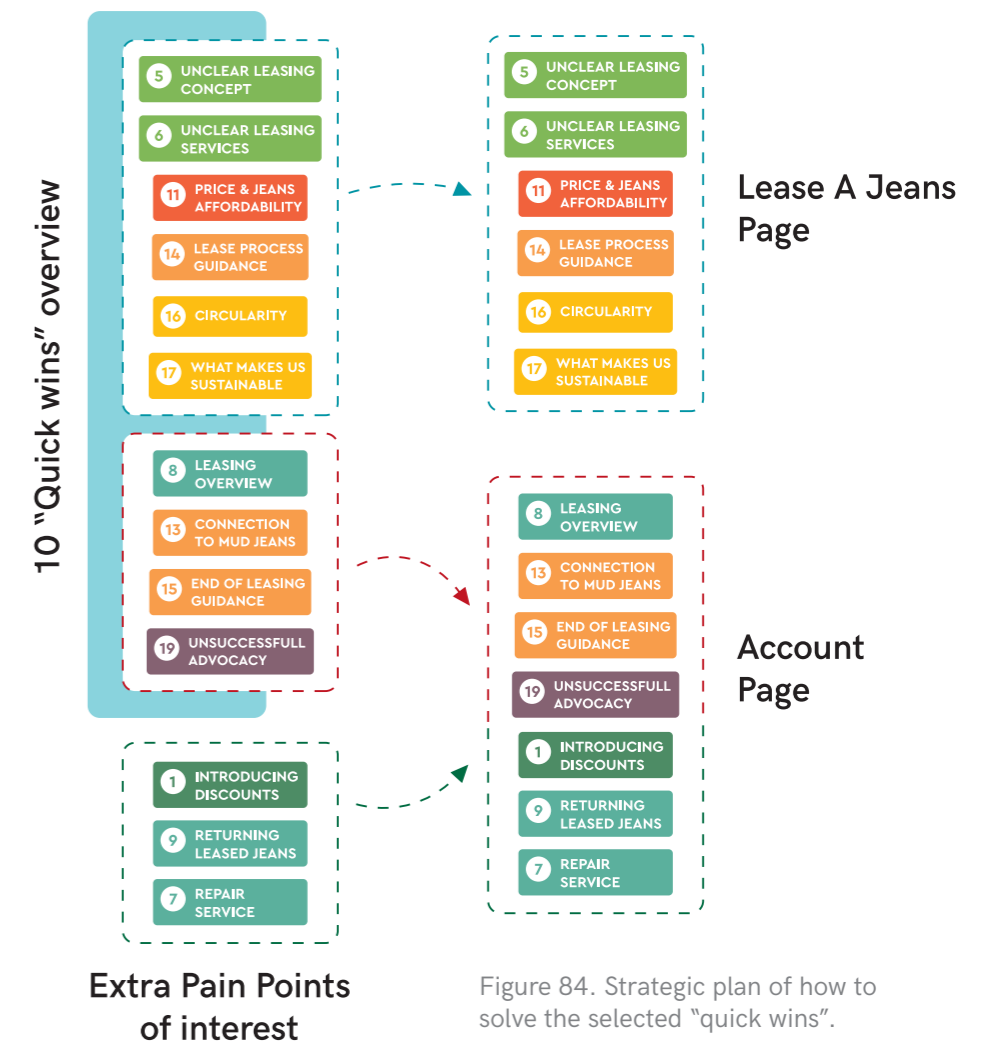


Figure 84. Strategic plan of how to solve the selected "quick wins".

5.3.2. Understanding the framework of implementation: web user experience design (UX)

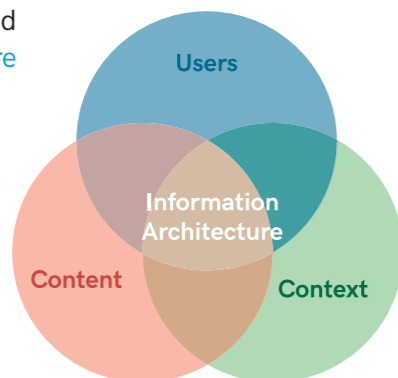
As the reader might have realised by now, all the design work that we will focus on this project is UX web design. In this section, the reader will be taken through a list of requirements defined to successfully achieve the desired goals of this project.

UX REQUIREMENTS

Content is the main reason why people visit websites. But showing the right content the right way and in the right order is more difficult than it initially seems. Therefore, a list of the most important requirements to take into account in the design of both MUD Jeans' Lease A Jeans page and leaser account page will be presented below:

- A website needs to be **intuitive, clear** and **easy to navigate**. According to Phillips (2018), an intuitive design is achieved when you're able "to bridge the gap between what the user already knows about your interface (current knowledge) and what you want the user to get from your design to be able to perform the tasks they want".
- **Mastering information architecture is key.** Time is the most precious resource users have. Users neither have the patience nor the energy to navigate complicated, unclear or overloaded websites. They expect to find the solution to their problems fast and effortless and, if they don't, the probability of them coming back to the page is little to none (Babich, 2020). The right balance needs to be found as shown in Figure 85.

Figure 85. Information architecture diagram.



- Include **important information above the website fold**. The website folds represents the limit of information visible for the user when entering a webpage. Anything that isn't visible immediately and required scrolling is what is considered "below the fold" (Figure 86).
- When entering the website, the first thing the user has to see is a **clear and descriptive headline that intrigues him/her to keep scrolling**.
- Define a **strong call to action (CTA)** that is **repeated throughout the webpage**. The section "above the fold" should already include a strong CTA (Schäferhoff, 2018).
- The website should follow a **responsive design**. This basically means that in whatever device the user enters the website, the information has to be clear and organized. For this project in particular, **we will focus on the desktop version**, but the "above the fold" information shown in both a mobile device and desktop will have to be the same. It is important to include the main message and CTA in the first page of all devices.

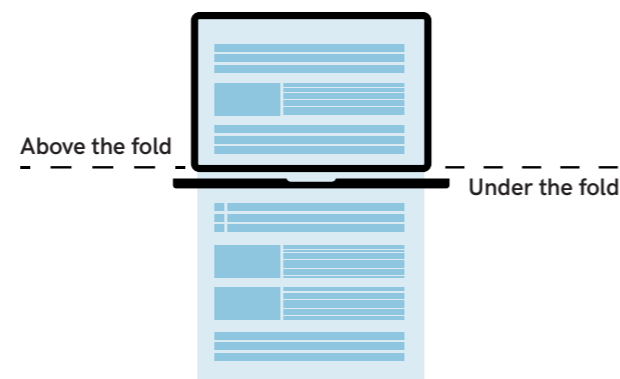


Figure 86. Website fold explanation.

TARGET AUDIENCE

What is also important to consider is the type of audience you are talking to in order to use the right language, tone and content. In this project's design, there are two main audiences:

- **New potential leasers:**
They will be the main audience interacting with MUD Jeans' Lease A Jeans page. Most of them probably arrived at this page out of curiosity and interest, but they might be confused with the concept or hesitant to try it out. They might be biased by their previous leasing experiences or their perceptions on what it is about. This is why, the interaction designed must not only be **honest, transparent** and **trustworthy**, but also **direct, easy to understand** and a bit **bold**. Their interest has to be triggered in order for them to give leasing a try.
- **Loyal leasers:**
Although some of them might visit MUD Jeans' Lease a Jeans page because they might be searching for a specific kind of information, most of them will mainly do all their activities through their account page. They do know what the service is about, but they want to feel connected to MUD Jeans through their experience. For this reason, the language used in the account page will be **human, close** and **tangible**.

As the reader will see in the next sections, creating a mental model of the key elements to include based on the behavioural knowledge obtained through the qualitative and quantitative study is essential for designing the right solutions to selected struggles and needs.

5.3.3. Solution brainstorming and creative problem-solving process

Once having the requirements for a great final web design defined, now it is time to start brainstorming and designing. As the reader will see throughout this section, we will take a co-creational approach with consumers. This means that many of the ideas that will be suggested and developed are going to be based on ideas, thoughts or quotes of the previously interviewed leasers.

METHOD

In order to brainstorm the best Lease A Jeans and account page solutions, we defined the following steps:

- STEP 1: Pick and choose**

In this first step we will select what to keep, what to change and why from MUD Jeans' current Lease A Jeans and account page.

- STEP 2: Brainstorming solutions**

Based on the pain point cards selected, we will define the concrete problems and opportunities that have to be addressed, and propose ideas and solutions to those issues (Figure 87).

- STEP 3: Proposed solution overview**

Lastly, we will show an overview of our proposed solutions and give explanations about the reasoning behind it.

STEP 1: PICK AND CHOOSE

An overview of current website design can be seen in Figure 88 (Lease A Jeans page) and Figure 89 (Ac-

count page) (next page). A list of the elements that will be kept and changed for the Lease A Jeans page and account page will be presented below:

LEASE A JEANS PAGE

KEEP:

- **"How it works" steps section:** it is useful for new leasers to have an overview of the different stages in the leasing process, but the steps could be visualized clearer (Figure 90) (next page).
- **3 USP:** this section clarifies some of the biggest benefits of leasing for new leasers. It currently has too much text. A shorter, more straightforward explanation could work too (Figure 91) (next page).
- **Text sections:** it is important to include text and we will definitely keep explanatory sections but it should mention the information the customer wants to receive. Short and straight to the point.
- **Customer testimonials:** it is important for new leaser to see how the experience was for others. However, the current section just includes a quote (Figure 92) (next page). Maybe including a bit more information could be insightful (rating of experience, if the changed or kept their jeans...).
- **Subscribe to Newsletter.**

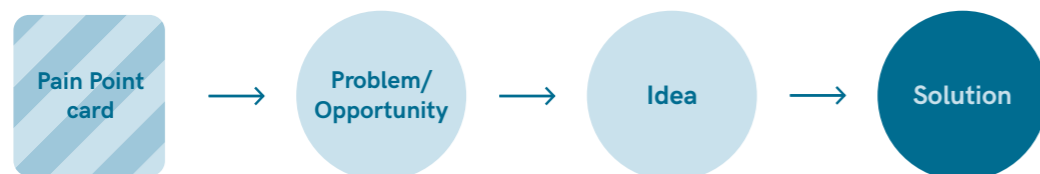


Figure 87. Brainstorming solutions diagram.

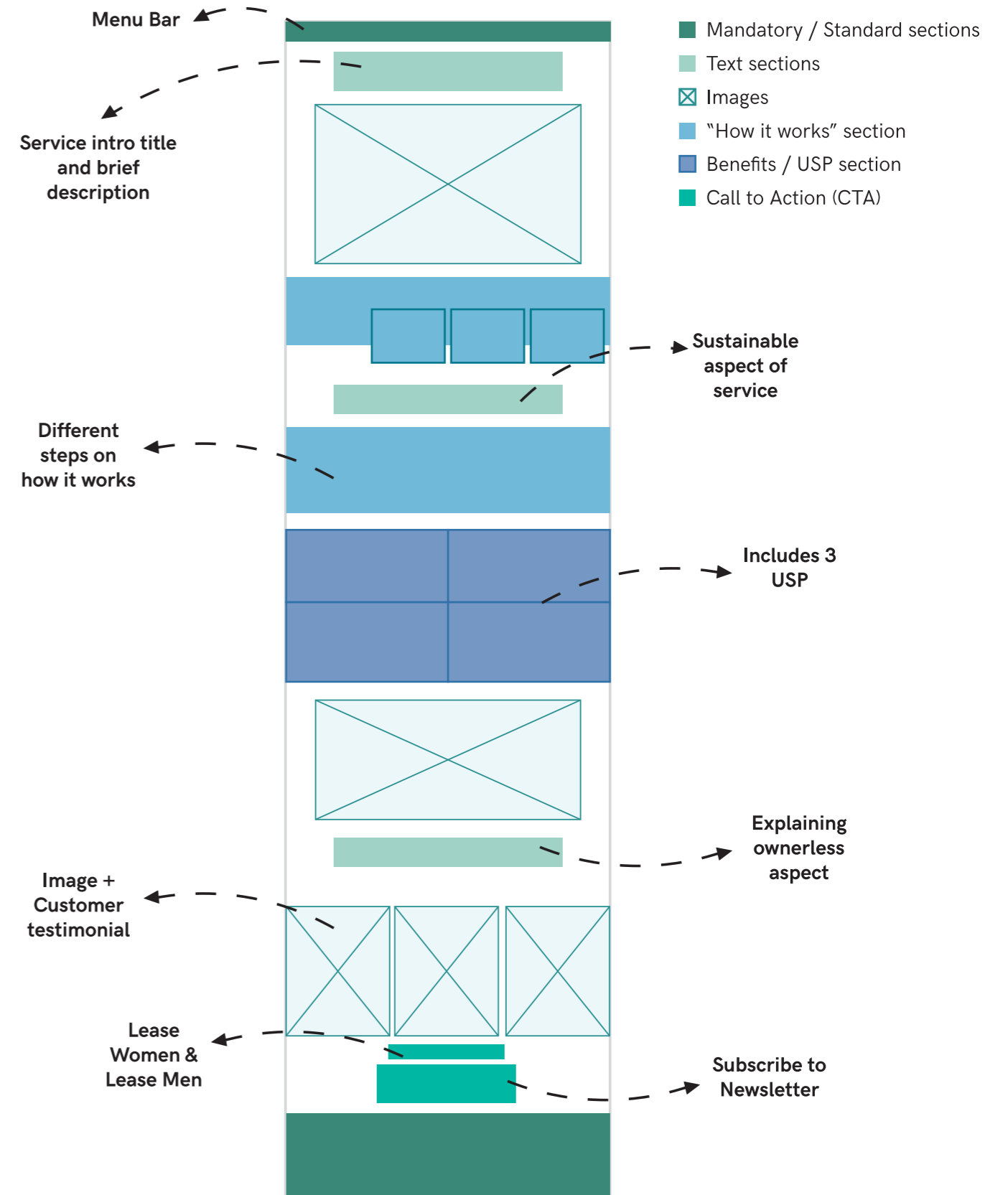


Figure 88. Current Lease A Jeans page overview.

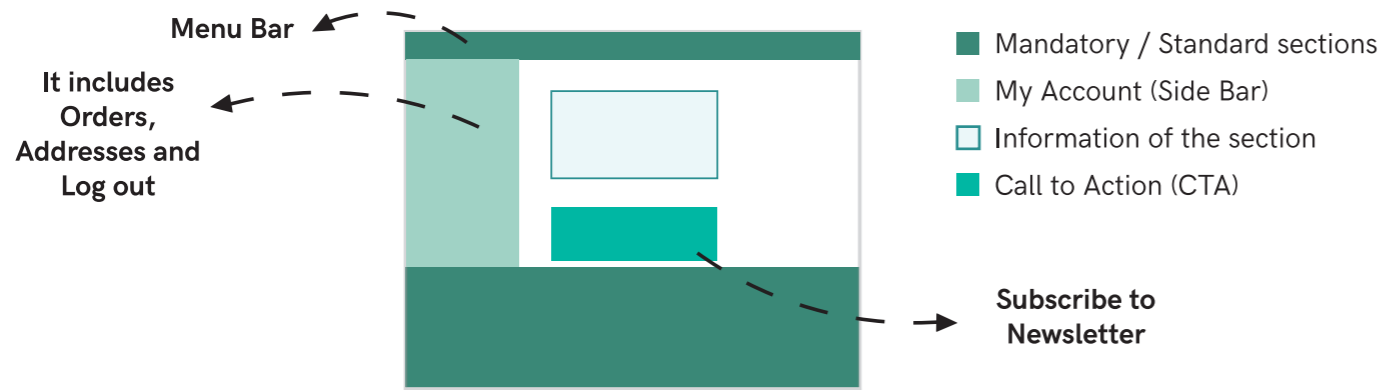


Figure 89. Current Account page overview.

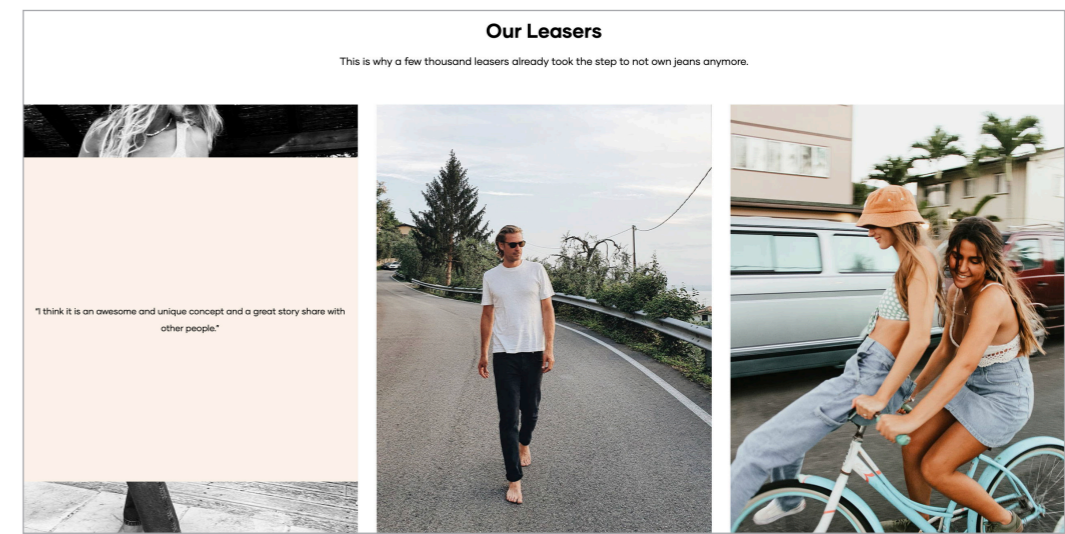


Figure 92. Current Lease A Jeans page - Customer testimonials.

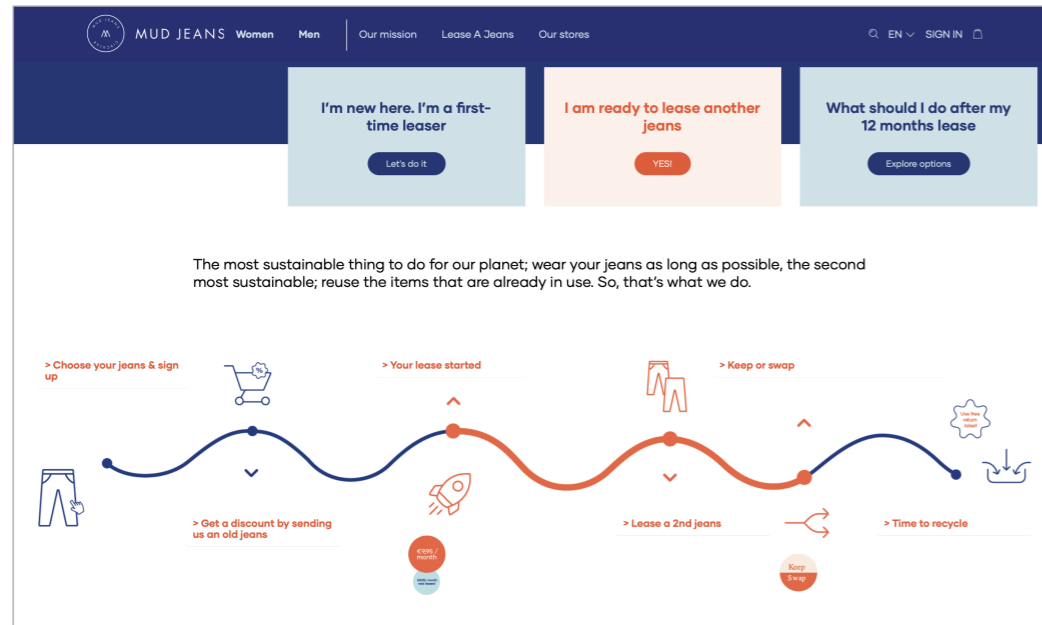


Figure 90. Current Lease A Jeans page - How it works section.

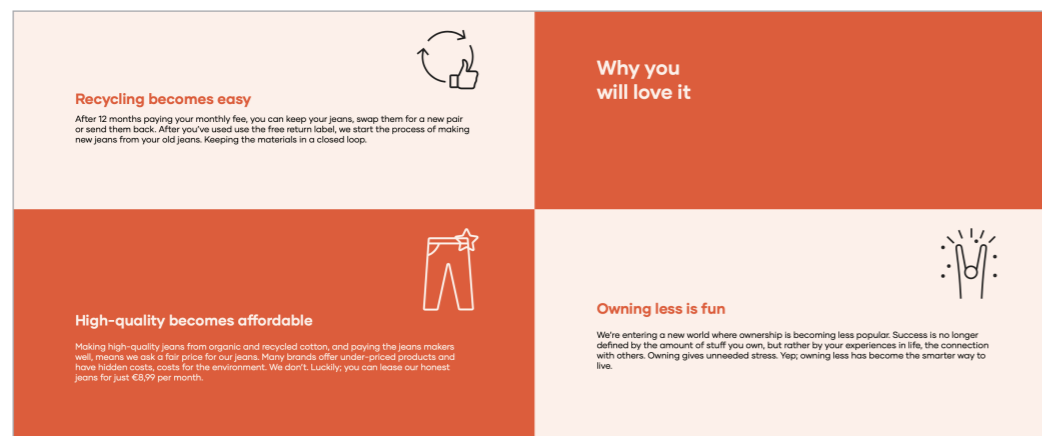


Figure 91. Current Lease A Jeans page - Three USP.

CHANGE:

- **Order of content:** currently there is no content hierarchy. It is important to organize content from most to least important.
- **CTA:** currently there is one call to action point at the end of the webpage. Including more and further up in the page will trigger customers more (Figure 93).
- **Images:** they are a nice thing to add but take space in the website. An informative and entertaining short video would bring much more value, especially in the top section of the website.
- **Menu section:** there are currently no menu sections and it could be valuable to have sub-menus for faster browsing experience. This would guide new leasers to the content they are specifically searching for.

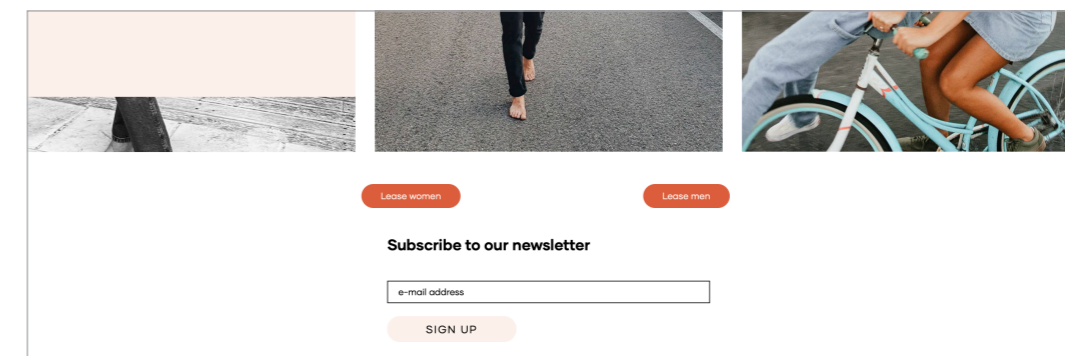


Figure 93. Current Lease A Jeans page - Call to Action (CTA).

ACCOUNT PAGE

KEEP:

- **Side bar:** this helps with easy navigation, but the design could be overall improved.

CHANGE:

- **Account sections:** we are currently lacking many important sections that would be of great use for MUD Jeans' leasers (Figure 94).
- **Useless space:** the information is currently not evenly spread across the page, better structure would create a more pleasant experience for leasers.

STEP 2: BRAINSTORMING SOLUTIONS

Based on the previously obtained insights, the main goals can be defined as:

- **Lease A Jeans Page:** make the leasing concept clear and tangible for consumers. The page should be easy to navigate and intuitive for both new leasers and experienced ones. It should clarify the benefits of the service

(mentioned in section 2.2.2) and include the right amount of triggers to reduce the barriers (mentioned in section 2.2.3) for indecisive customers that lack trust in the service.

- **Account Page:** bring all the information closer to MUD Jeans' leasers. Make it easy for them to access valuable information related to their lease whenever they want (lease overview, assistance in services, impact on environment...).

An overview of the solution ideas brainstormed based on the pain points selected **for the Lease A Jeans page (Figure 95-98)** and **for the account page (Figure 99-103)** can be seen below. As the reader will see, some of the pain points are brainstormed in groups (e.g. Circularity, What makes us sustainable and Price and Jeans Affordability), while others are brainstormed individually. This is because some of the pain points are related to each other while others aren't.

It is worth mentioning that some of the ideas included are directly based on concepts or comments made by the leasers themselves. For this reason, in this brainstorming session, the leasers' ideas and most imminent struggles were taken as a priority, strongly supporting our co-creational approach.



Figure 95. Solution ideas brainstormed for the Lease A Jeans page (1).

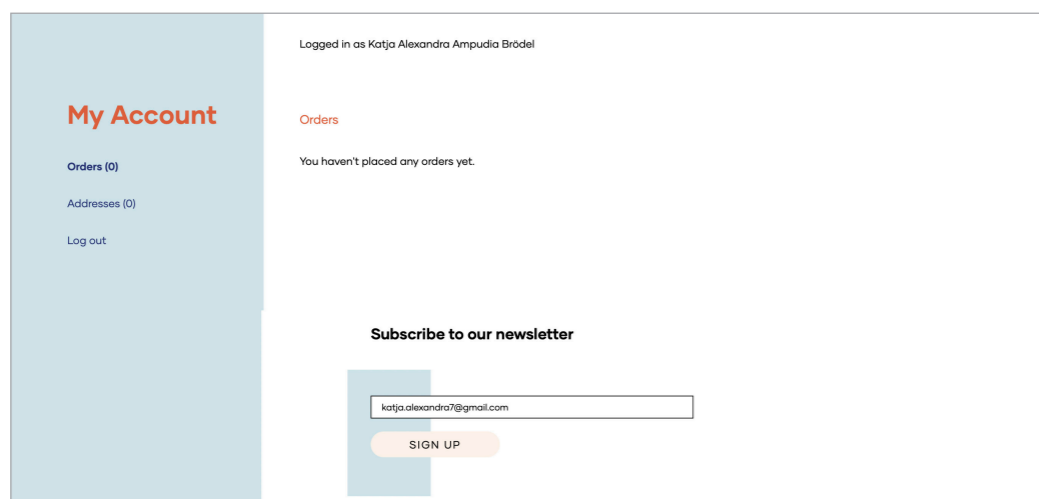
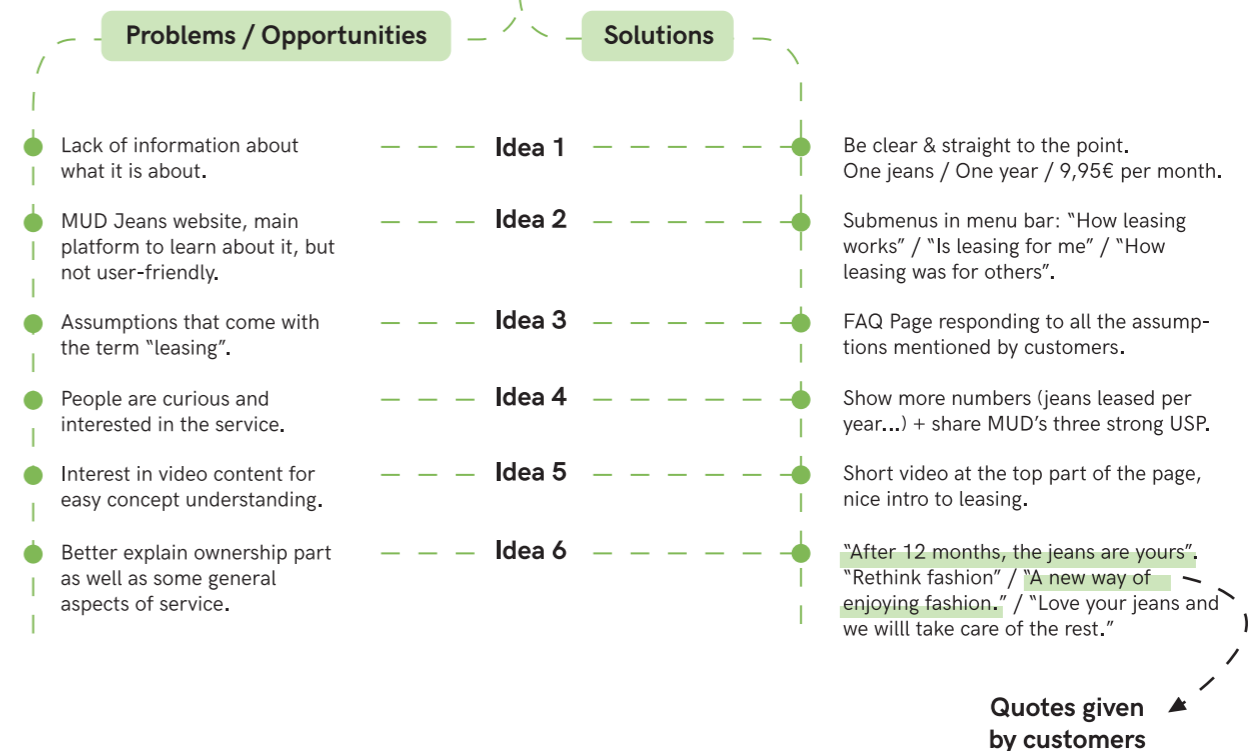


Figure 94. Current Account page - Overview.

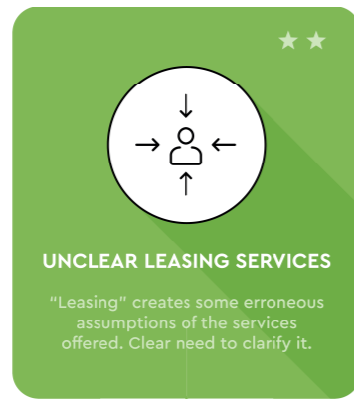


Figure 96. Solution ideas brainstormed for the Lease A Jeans page (2).

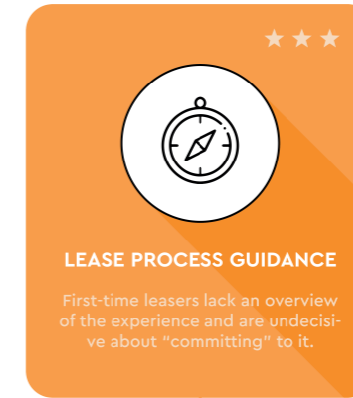
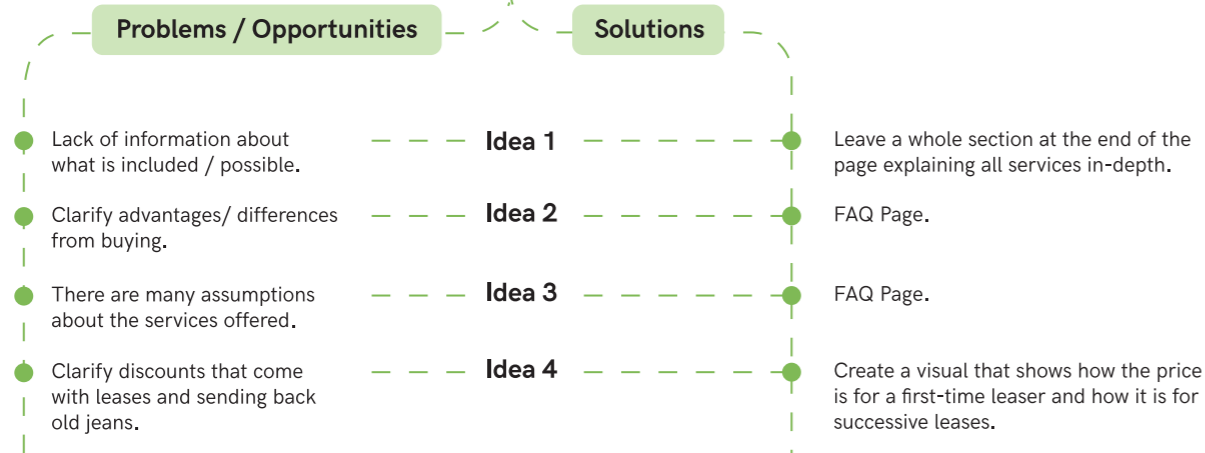


Figure 98. Solution ideas brainstormed for the Lease A Jeans page (4).

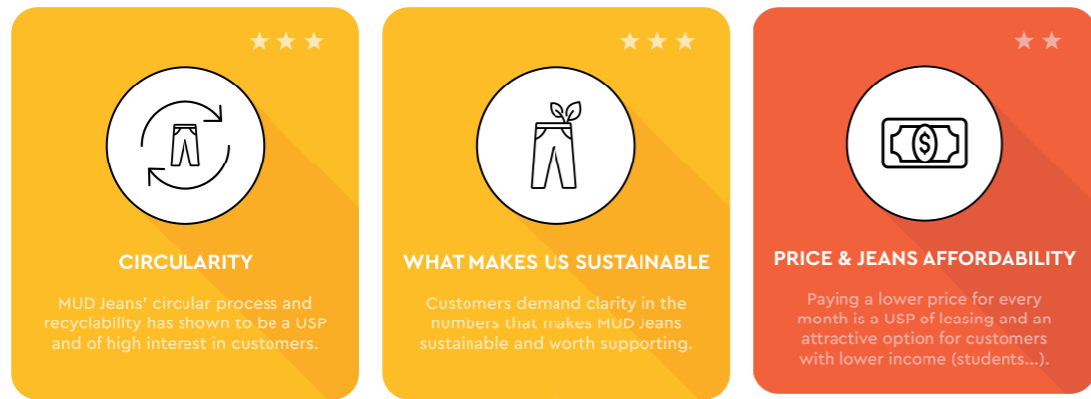
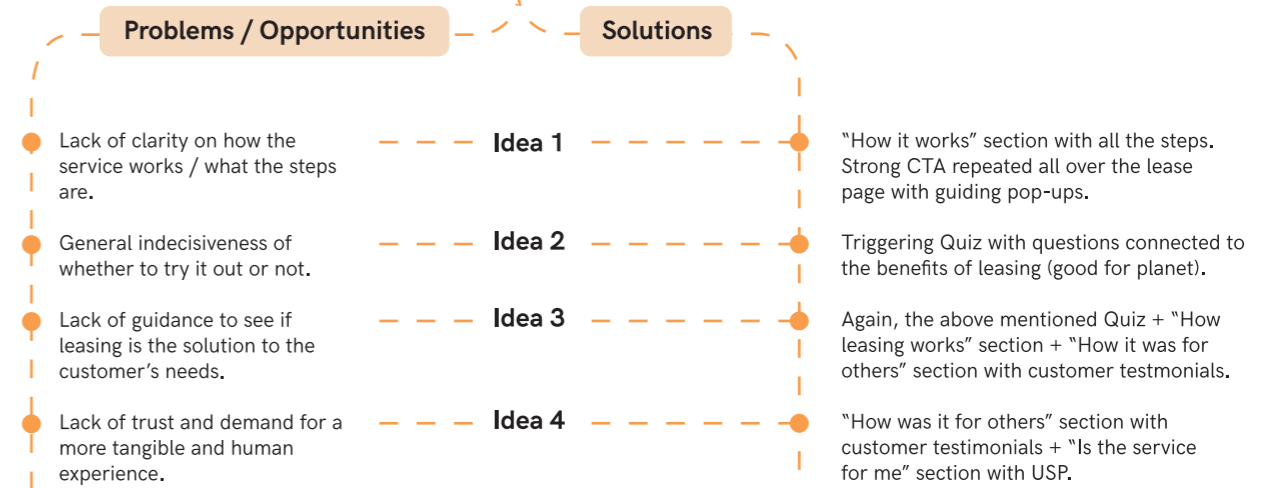


Figure 97. Solution ideas brainstormed for the Lease A Jeans page (3).

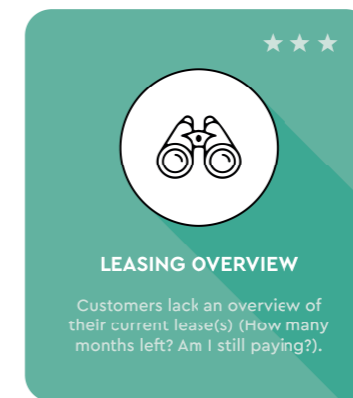
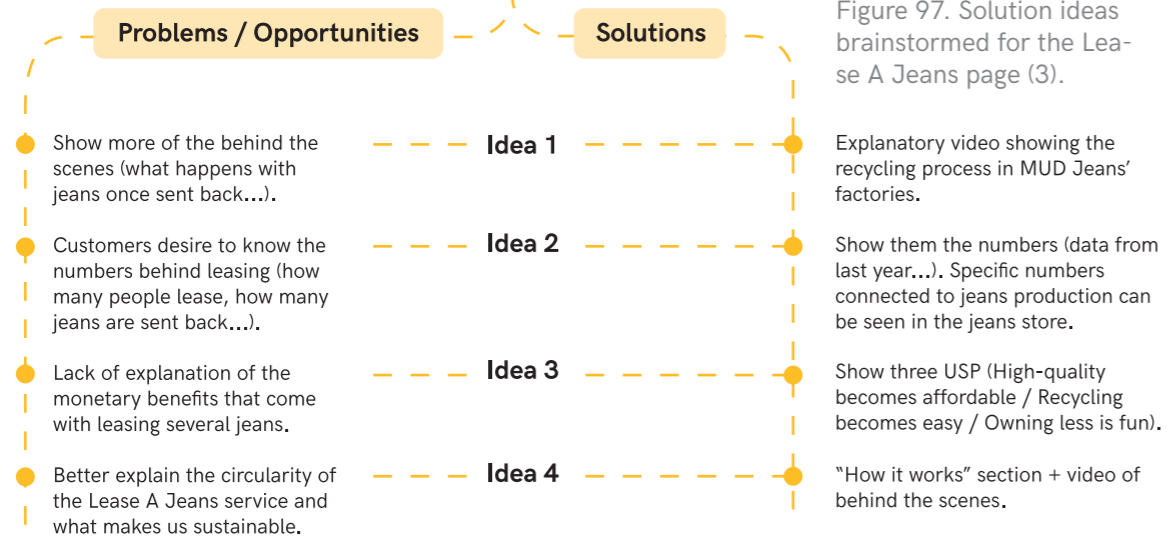


Figure 99. Solution ideas brainstormed for the Account page (1).

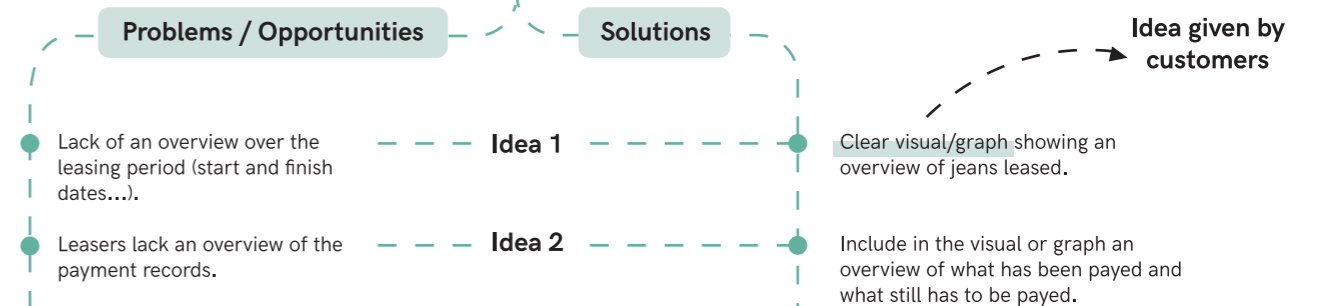




Figure 100. Solution ideas brainstormed for the Account page (2).

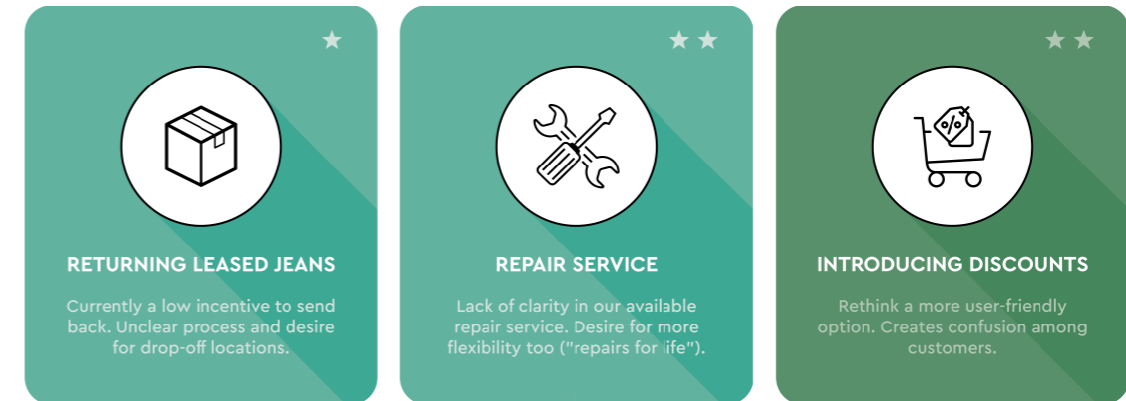
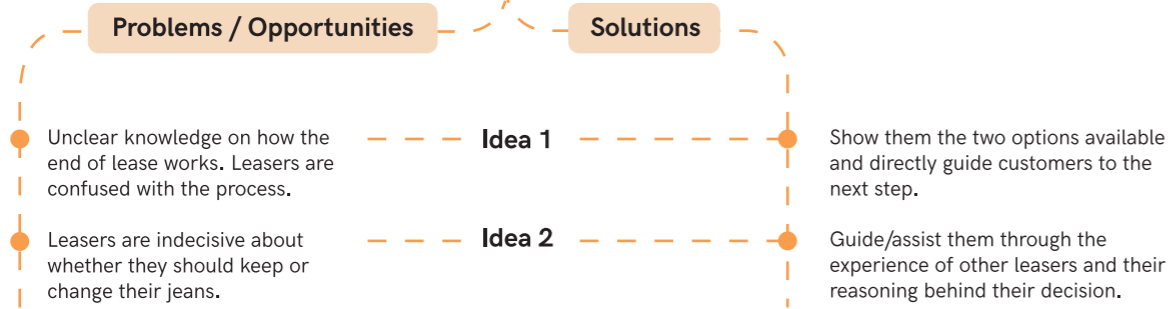


Figure 102. Solution ideas brainstormed for the Account page (4).

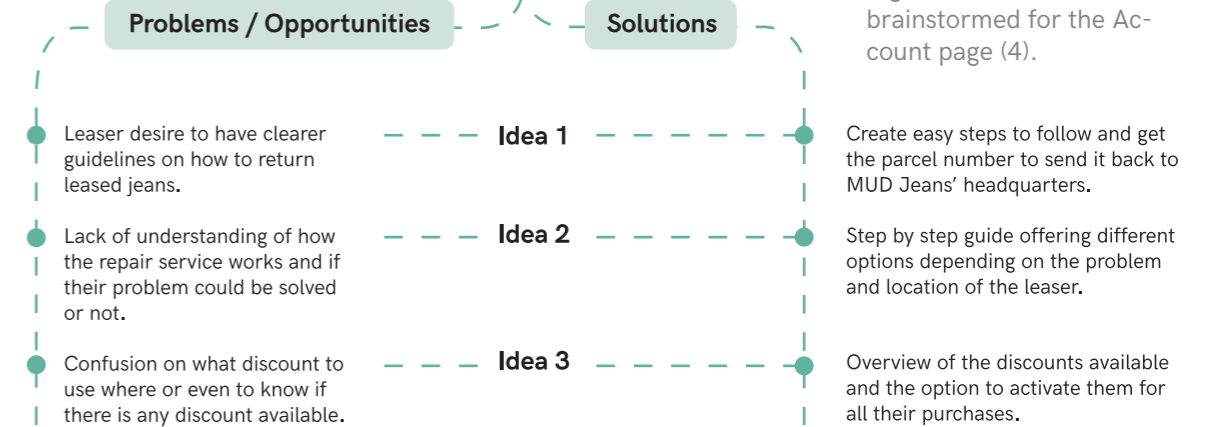


Figure 101. Solution ideas brainstormed for the Account page (3).

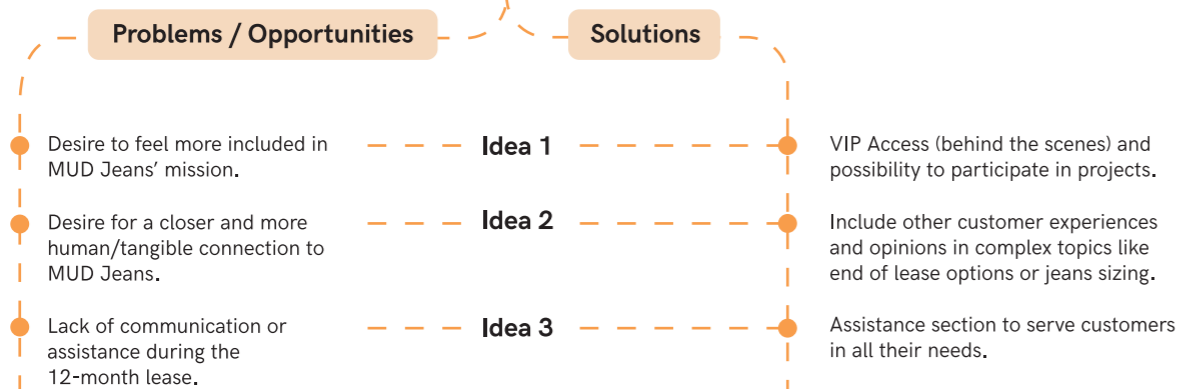
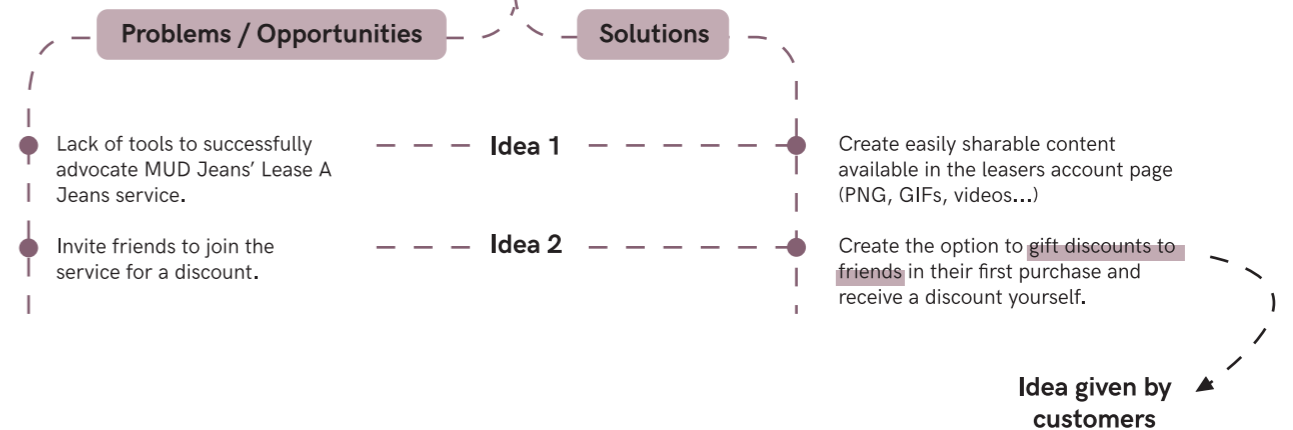


Figure 103. Solution ideas brainstormed for the Account page (5).



STEP 3: PROPOSED SOLUTION OVERVIEW

LEASE A JEANS PAGE

As shown in [Figure 104](#), most of the order of MUD Jeans' current Lease A Jeans page has been changed. An overview of how it has been done can be seen in [Appendix H](#).

A list of the most important changes is presented below:

- 1 **Submenu sections:** A submenu has been included inside the Lease A Jeans menu with the following items: "How leasing works" / "Is leasing for me" / "How was leasing for others". This submenus will directly take customers to the information he/she desires. The focus is entirely on having sections that clarify the concept and bring trust to potential leasers. This will solve the trust and uncertainty barrier mentioned in [section 2.2.3](#).
- 2 **More CTA:** MUD Jeans' CTA have been increased from one item at the end of the lease page to 3 (top, middle and bottom of page). When clicking over the buttons, a pop-up will appear guiding customers to the jeans shop while explaining the steps to take to lease a jeans.
- 3 **Video Content:** Instead of an image, a video briefly explaining what leasing is about will play automatically when clicking on the Lease A Jeans page. This will trigger them to keep scrolling in the page giving us more time to "convince" them to lease.
- 4 **Leasing Quiz:** In the "Is leasing for me" section, a button that will take customers to the quiz pop-up has been included. It is a five-ques-

tion quiz themed around the environmental benefits and lifestyle changes that come with leasing. The idea with this quiz is to build an emotional connection with the undecided or mistrustful potential customers in order to trigger them to try leasing out (suggestion based on what was discovered in [section 2.2.5](#)).

- 5 **Detailed customer testimonials:** Customer testimonials will be positioned higher in the webpage hierarchy and will include more information regarding the customer (quote, country, experience rating and the path they decided to take with their jeans once the leasing had ended).
- 6 **"How it works" layout change:** A different design will be incorporated to show the different steps in leasing. This new layout will increase the focus on each and every step while also including more valuable information for consumers.
- 7 **Price overview:** for customers to understand the long-term benefits that come with leasing (lower price, share discounts with family...). This is an important USP also addressed in the literature review [section 2.2.2](#).
- 8 **FAQs page:** All the assumptions mentioned in the qualitative and quantitative study will be addressed here. This will clarify many of the wrong perceptions the term leasing brought up in consumers.

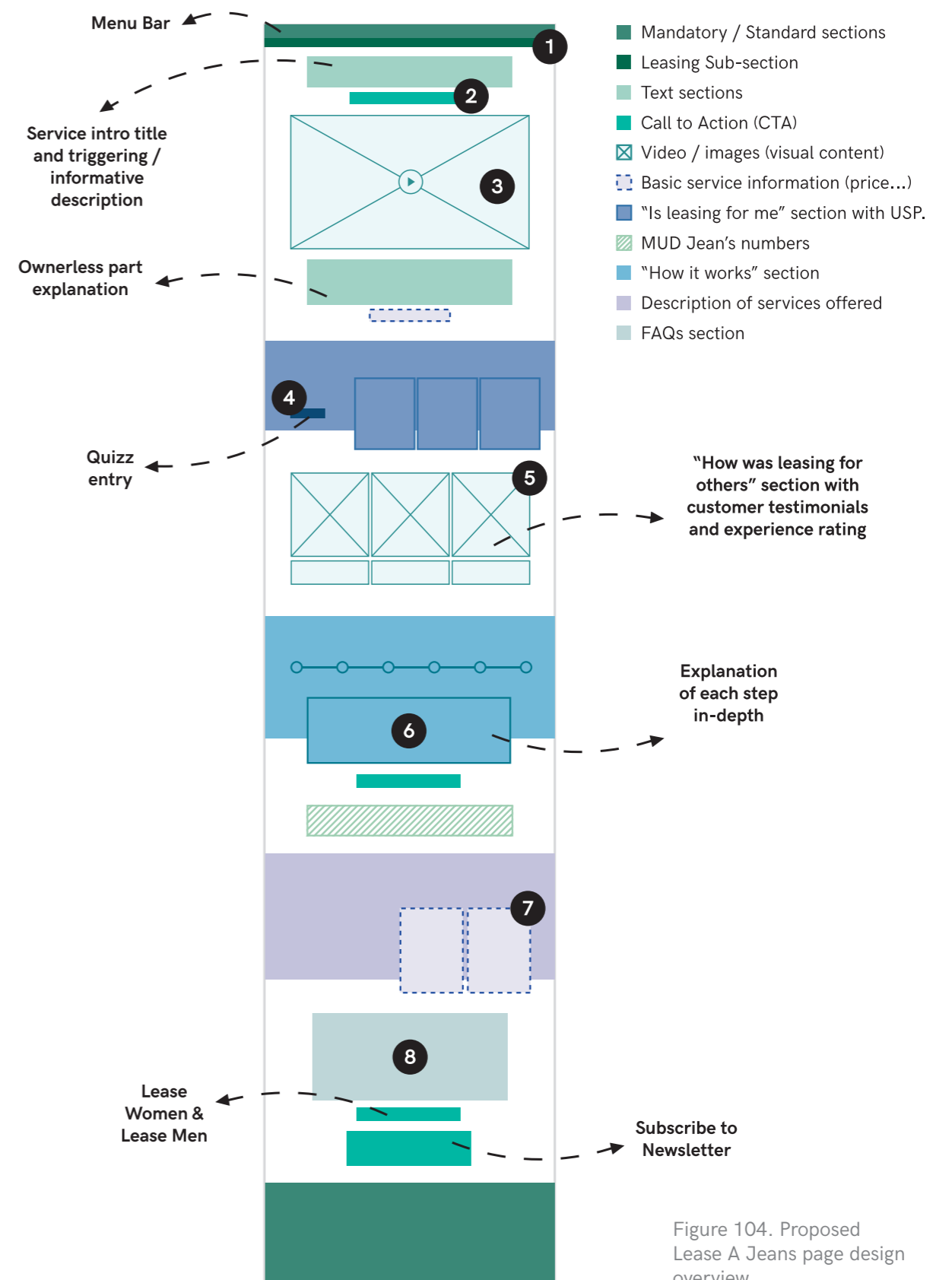


Figure 104. Proposed Lease A Jeans page design overview.

ACCOUNT PAGE

Regarding the account page, the overall structure has been redefined as shown in [Figure 105](#). A more in-depth overview of how it has been done can be seen in [Appendix H](#).

A list of the most important changes is presented below:

- 1 Permanent top section:** A top section will be kept as a constant in the account page to show the section currently active as well as to change from the "BUY" account to the "LEASE" one. This will enable customers to have a better overview of their purchases.
- 2 Detailed side bar:** A more extensive side bar has been defined as shown in [Figure 106](#).
- 3 Permanent content section:** The content section stays the same format and will follow the same structure no matter what item is selected. This will create consistency in the page, making it more easy to navigate and more intuitive too.

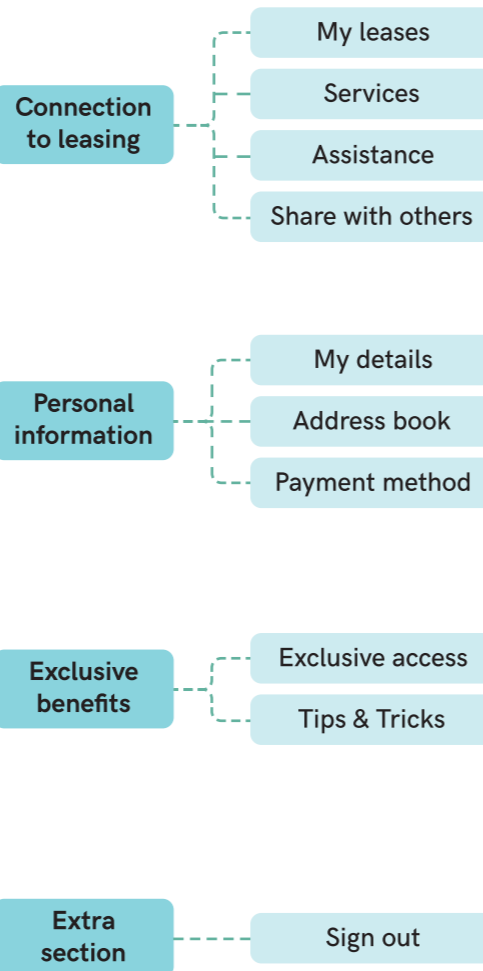
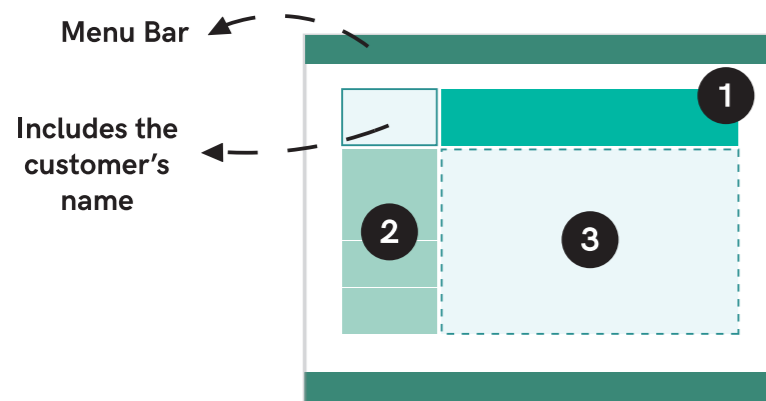


Figure 106. Proposed Side Bar design.

- Mandatory / Standard sections
- Customer profile
- My Account (Side Bar) with sections
- Section title
- Information concerning the section

Figure 105. Proposed Account page design overview.

SUMMARY PAGE

- Before getting into the brainstorming session, a strategic plan was elaborated together with MUD Jeans' project supervisor Danique Gunning. The conclusions of the meeting are as follows (from highest to lowest priority):
 - Redesign the Lease A Jeans page to better explain the concept to potential customers.
 - Redesign the account page to improve the connection to customers throughout the lease. Facilitate the access to information that is currently unavailable or difficult to find for leasers.
 - Design tools to facilitate the advocacy of MUD Jeans' leasers.
- With the focus on redesigning both MUD Jeans' Lease A Jeans and account page, we put special attention on understanding how to best achieve an intuitive, clear and easy to navigate web user experience (UX) for every target audience that might visit it:
 - For new potential leasers, new to the service and concept, we will focus on designing an honest, transparent and trustworthy Lease A Jeans page that is both direct and easy to understand, but also triggering in order for them to give leasing a try.
 - For loyal leasers that are familiar with the service and currently leasing a pair or jeans, we will focus on making the experience more

tangible and human, enabling them to have access to everything related to their service while staying close and connected to MUD Jeans as a brand.

- In order to brainstorm the best Lease A Jeans and account page solutions, we defined the following steps:
 - **STEP 1: Pick and choose.**
In this step we focused on selecting what to keep and what to change from MUD Jeans' current website. An overview of MUD Jeans' current website can be seen in [Figure 88](#) and [89](#).
 - **STEP 2: Brainstorming solutions**
Based on the pain point cards selected, we defined concrete problems and opportunities that have to be addressed, and propose ideas and solutions to those issues ([Figure 95-98](#) for the Lease A Jeans page; [99-103](#) for the account page).
 - **STEP 3: Proposed solution overview**
Once brainstormed the ideas, we proposed a new Lease A Jeans and account page, giving explanations about the reasoning behind it. An overview of the proposed design can be seen in [Figure 104-106](#).

WHAT'S NEXT?

Now it is time to design the functional prototype and verify if it actually solves the struggles customers had or not. For that, we will conduct a testing phase with both new potential and current leasers.

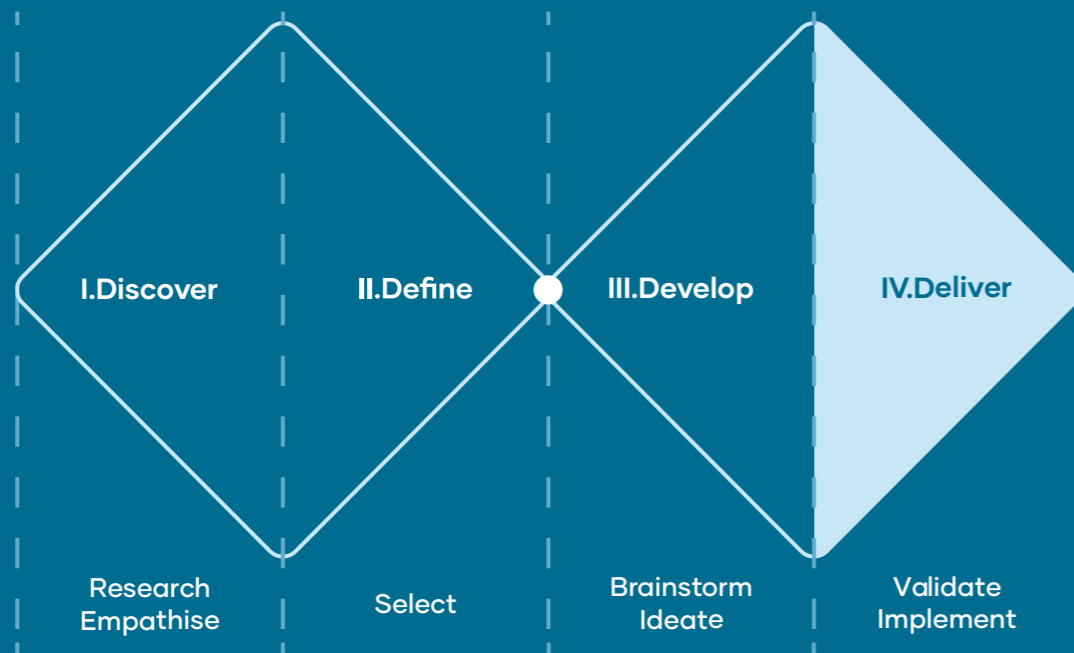
CHAPTER 5

PHASE IV: Deliver

In this last phase of the double diamond framework of innovation, the reader will be taken from the first prototype proposition to the final implementation stage of the verified strategic design-solution created.

As the reader will discover in the following sections, the external input of both consumers and MUD Jeans' team will be essential for the delivery of a ready-to-use design proposition.

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5.4.1. First prototype proposition

In this first section, we will take the reader through the process of designing the first prototype in Adobe XD. A brief overview on some of the design solutions created will be given as well.

Having defined the desired layout, it was time to make the design a reality. To achieve that goal, we used the experience design platform Adobe XD.

METHOD

The prototyping process consisted of two steps:

- STEP 1: Screen design**

In this first step, we focused on designing all the different pages /pop-ups of the Lease A Jeans page and account page.
- STEP 2: Creating connections between screens**

In this second phase, the goal was to create the right connections between screens to enable an intuitive and user-friendly website experience.

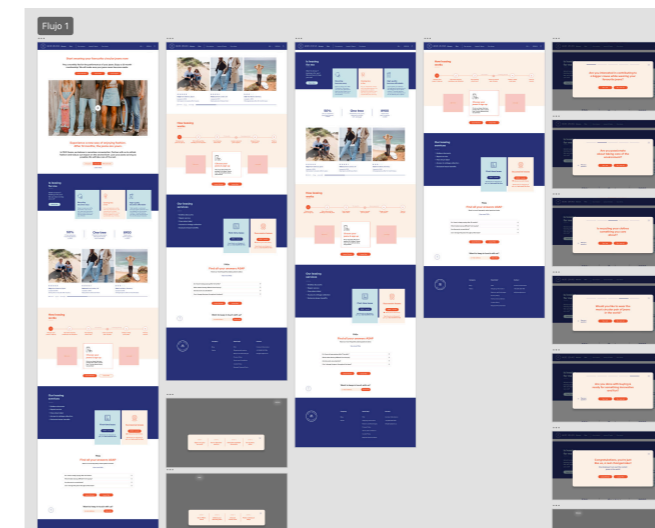


Figure 107. Adobe XD screen design overview.

STEP 1: SCREEN DESIGN

Being quite new to this programme, the process of designing the website took longer than expected. Overall, the process took around two to three weeks, designing over 50 different pages that would enable a website interaction. An overview of how the screens were designed in Adobe XD can be seen in [Figure 107](#).

STEP 2: CREATING CONNECTIONS BETWEEN SCREENS

Once all the screens were designed, the next step was to create a functioning prototype that replicated a real-life UX experience connecting all the interactive sections of both the Lease A Jeans page and the account page. An overview of how the connexions were created can be seen in [Figure 108](#).

It is important to mention that, due to the limited time left to finalise and test the prototype with consumers, most of the connections were not available for them to test. A more in-depth explanation of the process followed will be given in [section 5.4.2](#).

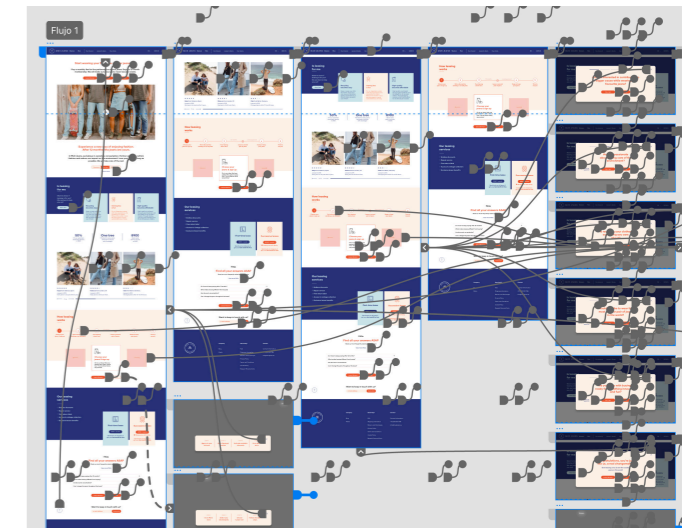


Figure 108. Adobe XD prototype connection overview.

5.4.2. Implementing changes: cumulative usability testing with consumers

Once the design was finished, it was now time to test the first prototype version with consumers. As the reader will see in this section, the process wasn't linear but cumulative.

As mentioned in the previous section, due to the limited time available to design and test the prototype, the prototype used to test the user experience with consumers was not fully functional. It contained all the pages that we wanted to include but customers were unable to touch buttons and move around the website themselves yet.

In order to gain the maximum amount of knowledge in the limited time available, a cumulative usability testing strategy was followed. This means that, after each conversation with a user, changes were incorporated in the prototype that were then validated (or not) by the next user interviewed. This continuous re-design and validation process enabled us to save time and get useful feedback from as many users as possible (Figure 109).

However, not all of the suggested improvements were easily incorporable in the prototype. Complex and very time-consuming changes were generally mentioned or highlighted in the sections without re-doing the whole design.

PARTICIPANTS

Conscious of having different target consumers for the different pages, different types of users were selected to test the Lease A Jeans page and account page respectively:

- **Lease A Jeans page:**

For this page, in order to avoid having biased responses of customers that already know about the service, we focused on showing it to potential customers. 12 potential customers took part in the testing phase and we got some added suggestions by some of the leasers that tested the account page and were also interested in having a look at the new Lease A Jeans page.

- **Account page:**

For this page we focused on showing the prototype to the previously interviewed leasers, the ones that have experienced the service struggles first hand and had suggested many of the changes too. Of the 23 interviewed customers, 17 took part in the testing phase.

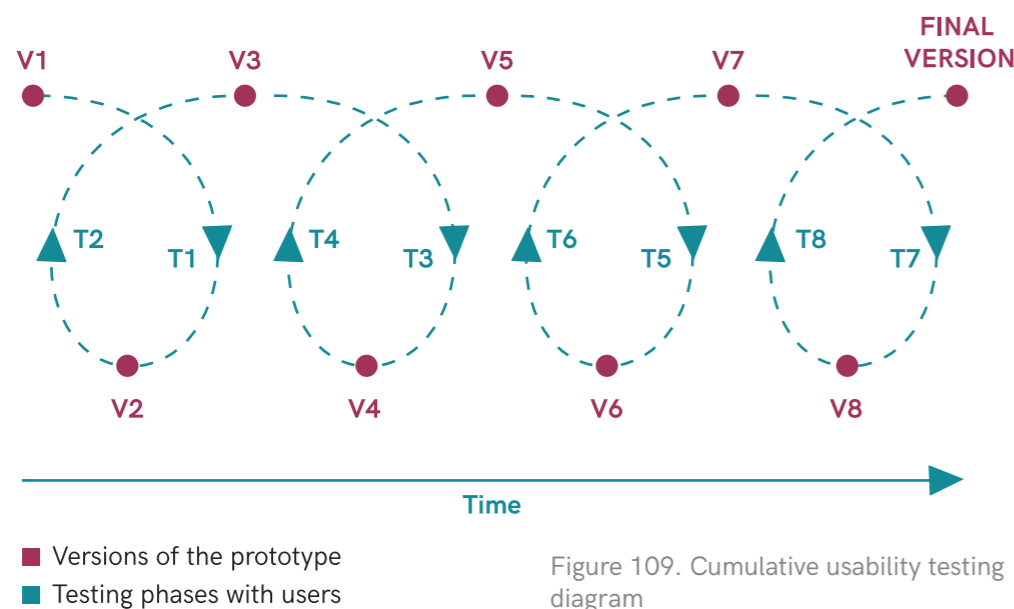


Figure 109. Cumulative usability testing diagram

LIST OF CHANGES SUGGESTED AND INCORPORATED

LEASE A JEANS PAGE

- 1 In the first CTA at the top of the page, not only include "Lease Women" and "Lease Men", but **also include "Lease Again"** for customers that only come to the Lease A Jeans page with the intention to lease another pair of jeans (Figure 110) (next page).
- 2 **Place MUD Jeans' numbers higher on the page.** Potential customers are quite interested in the numbers connected to leasing (how many customers lease compared to buy, how many jeans have been recycled etc.).
- 3 In the "How it works" section, **don't include "Lease a second pair of jeans" as a must step to follow.** This step is something mentioned to show the discounts that come with leasing several jeans.
- 4 **Better show** in the "How it works" section **where the leasing period starts and ends** in the steps included.
- 5 **Change the content in the extra price and discount explanation section.** Go straight to the point and explain the advantages that come for successive leases.

ACCOUNT PAGE

- 1 **Reduce the Side Bar menu sections.** This will bring clarity and put more attention to the sections connected with the services included in Lease A Jeans (Figure 111).
- 2 An overview of the **internal changes implemented** in all sections can be seen in Figure 112-113 (next page).

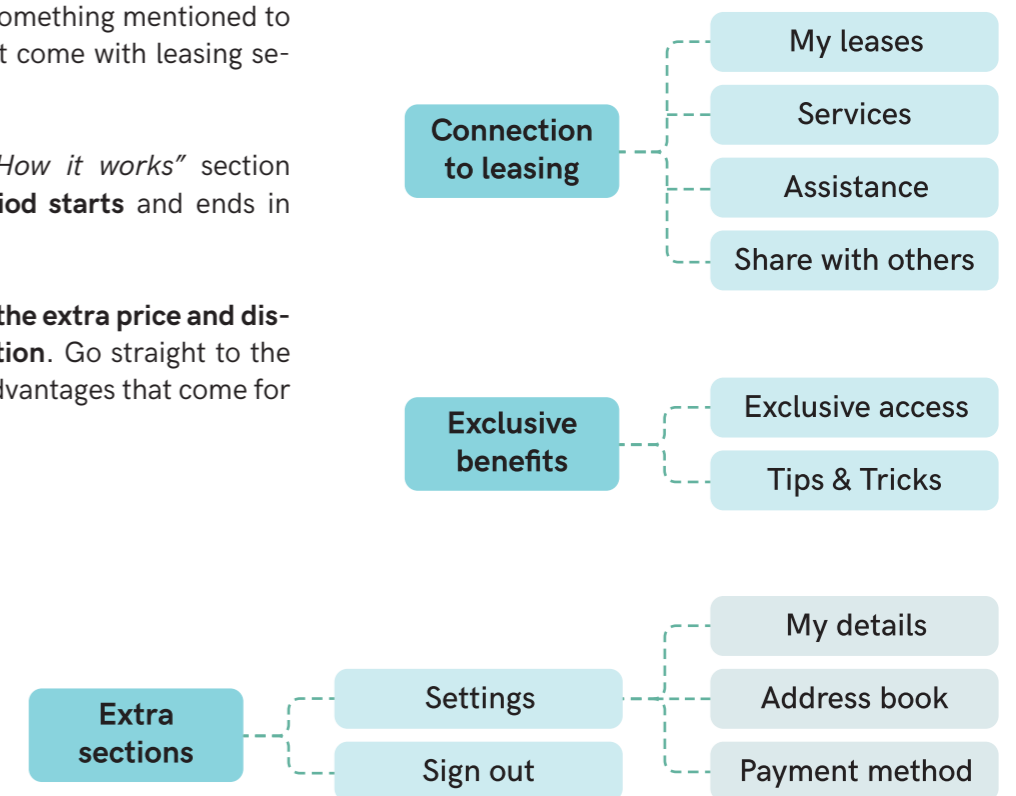


Figure 111. Reduction of the Side Bar menu sections.

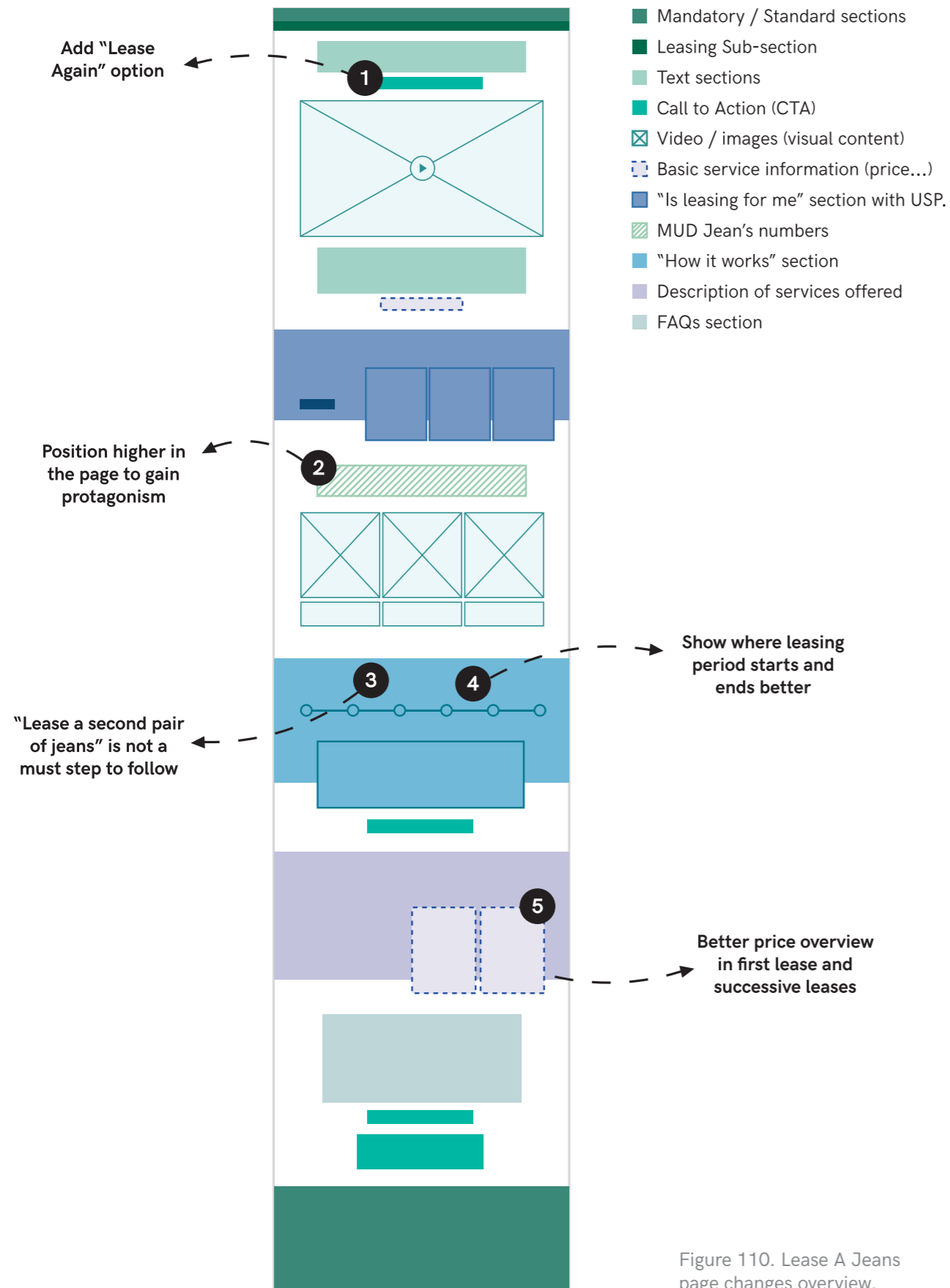


Figure 110. Lease A Jeans page changes overview.

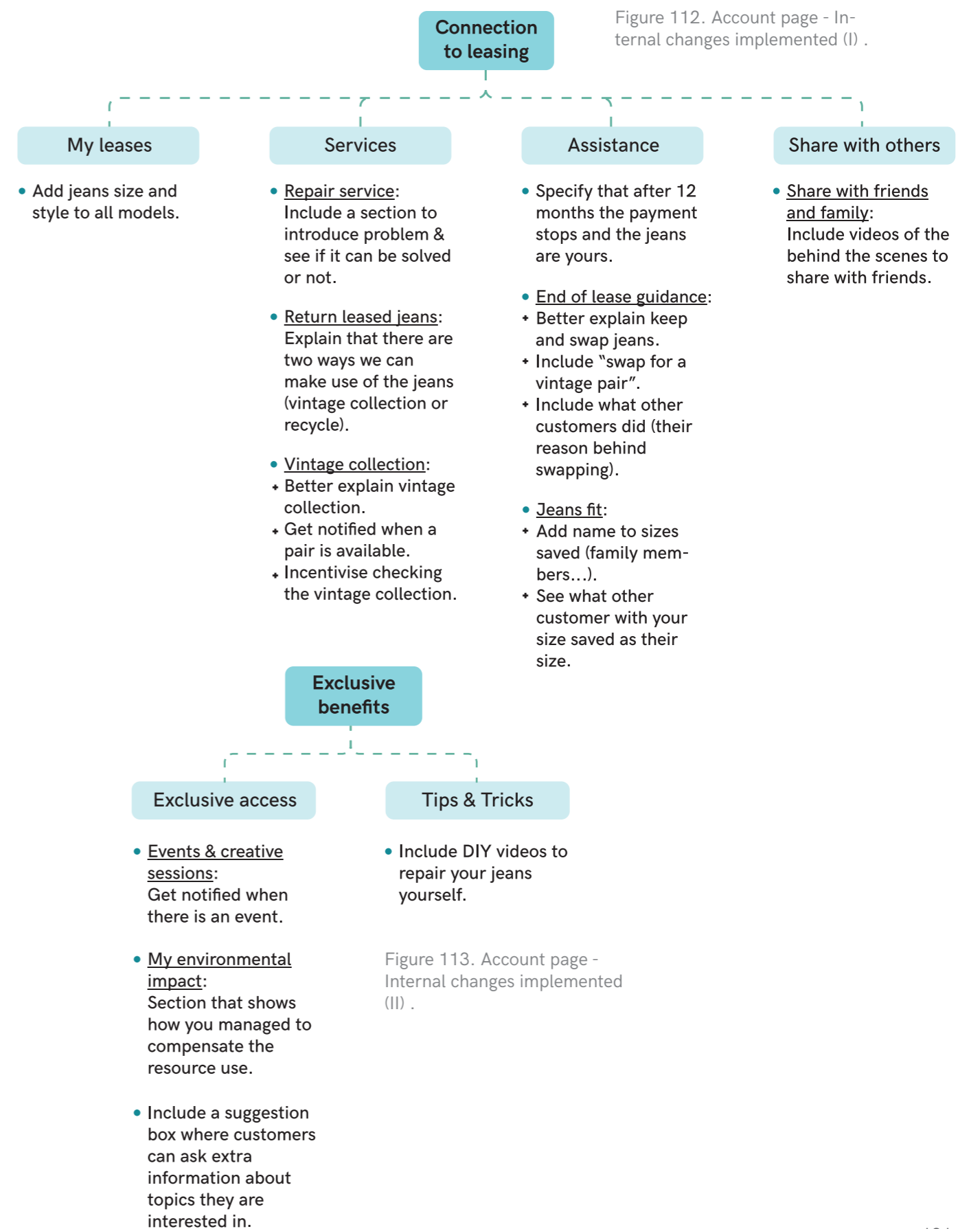


Figure 112. Account page - Internal changes implemented (I) .

Figure 113. Account page - Internal changes implemented (II) .

5.4.3. Final prototype validation: MUD Jeans team

In this section the reader will be taken through the final prototype as well as the final feedback given by MUD Jeans' team.

After getting the design validated by both current and potential leasers, it was now time to finalise the functional prototype and present it to MUD Jeans' team.

An overview of the finalised design can be seen in Figure 114-125. A YouTube link explaining the final prototype user-experience can be seen in the QR code below.

MUD JEANS TEAM FEEDBACK

The finalised website prototype was presented to Danique Gunning, MUD Jeans' project supervisor, MUD Jeans' CEO Bert Van Son, and other people from MUD Jeans' management team like Dion and Petra.

Overall the feedback was very positive. They were quite surprised with the changes made in both the Lease A Jeans page and the account page as well as the amount of work that was done. None of the colleagues suggested any changes in the design or layout proposed and were quite satisfied with the changes proposed.



https://www.youtube.com/watch?v=TH_Rr1xgYjA

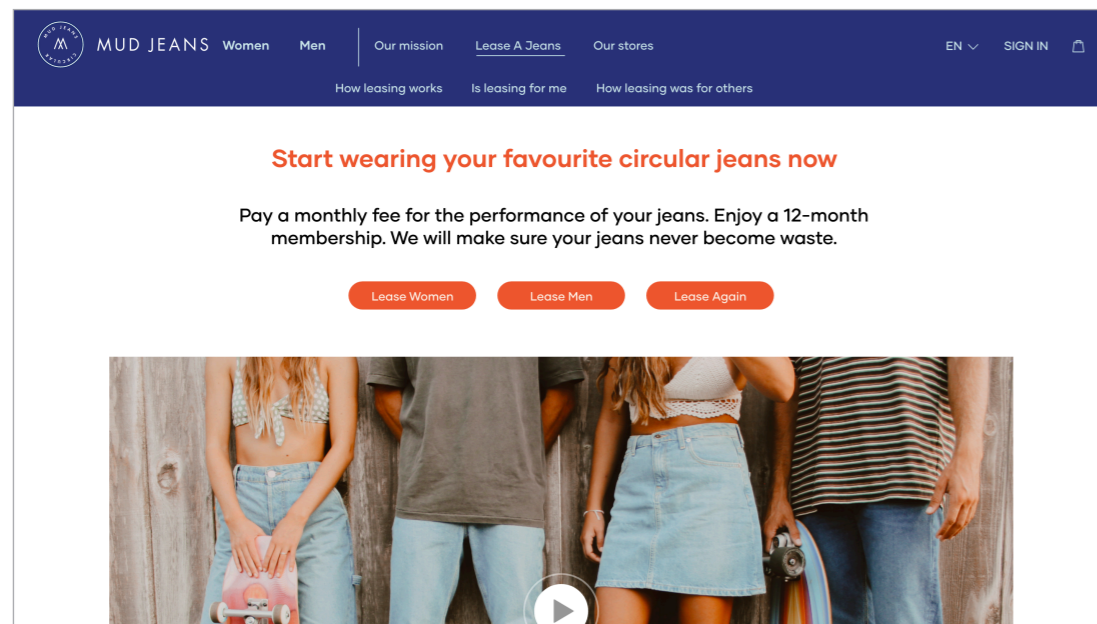


Figure 114. Final prototype - Lease A Jeans Page (I).

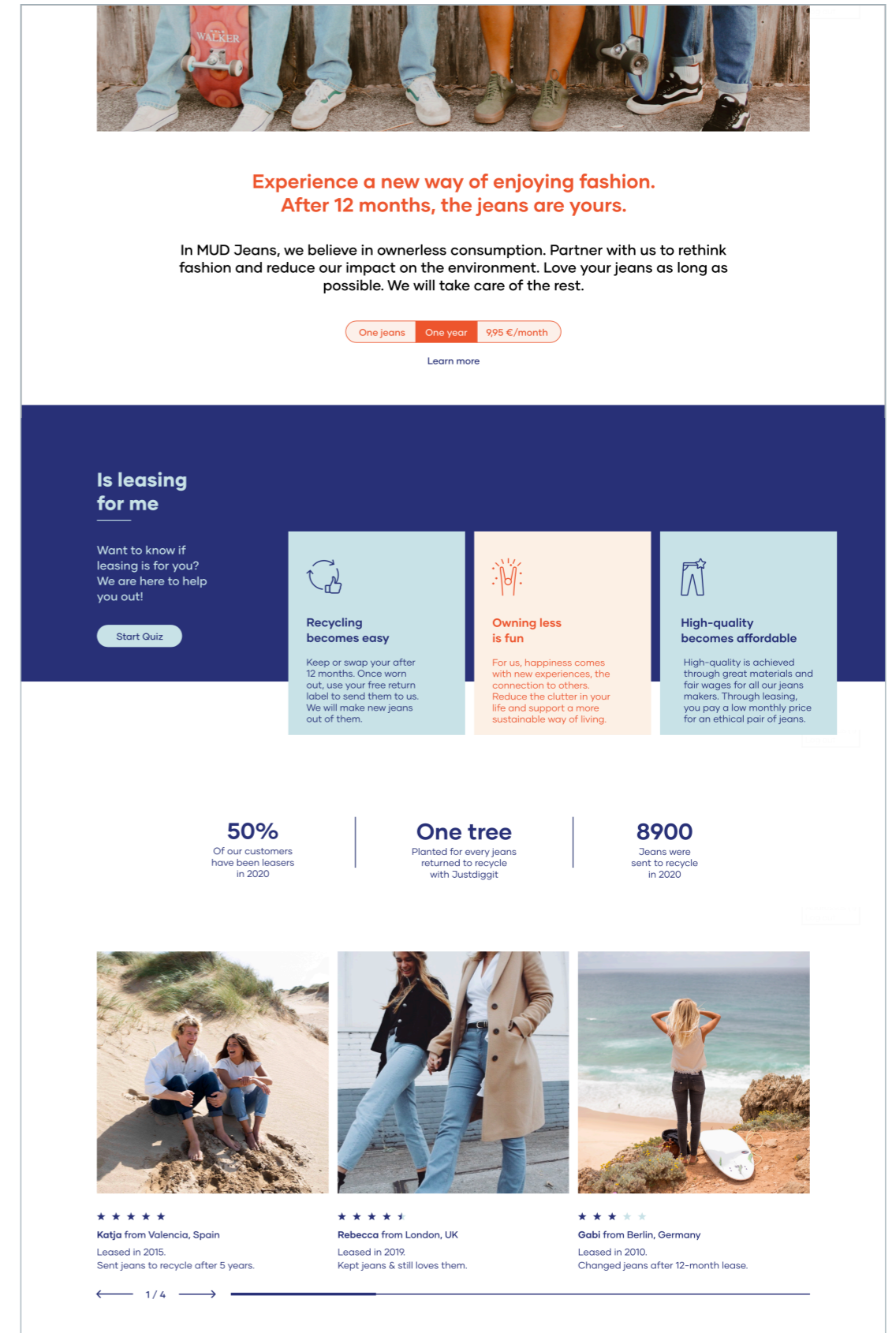


Figure 115. Final prototype - Lease A Jeans Page (II).

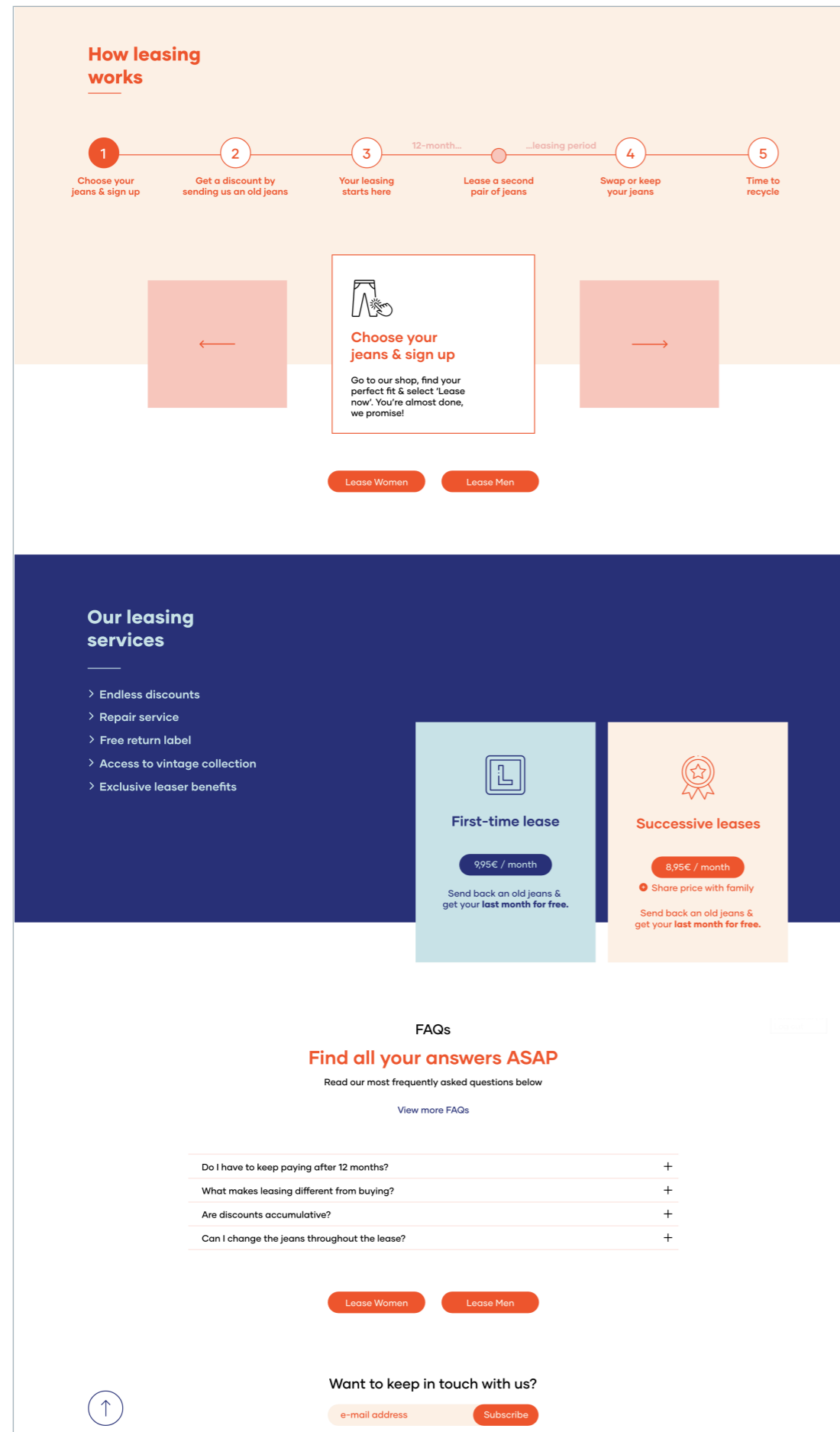


Figure 116. Final prototype - Lease A Jeans Page (III).

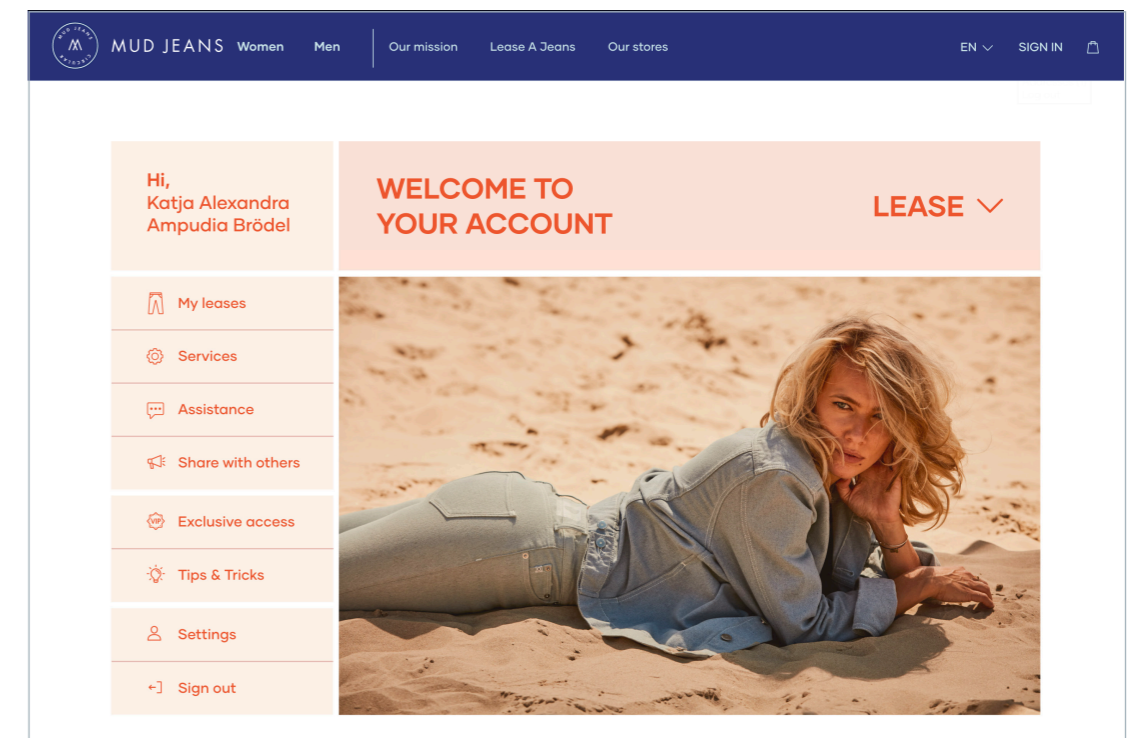


Figure 117. Final prototype - Account Page (I).



Figure 118. Final prototype - Account Page (II).

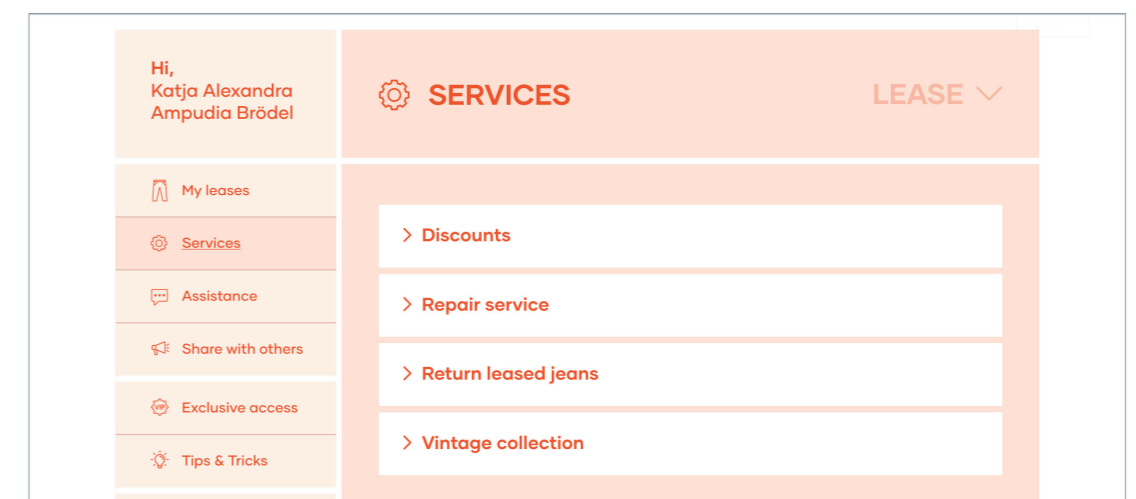


Figure 119. Final prototype - Account Page (III).

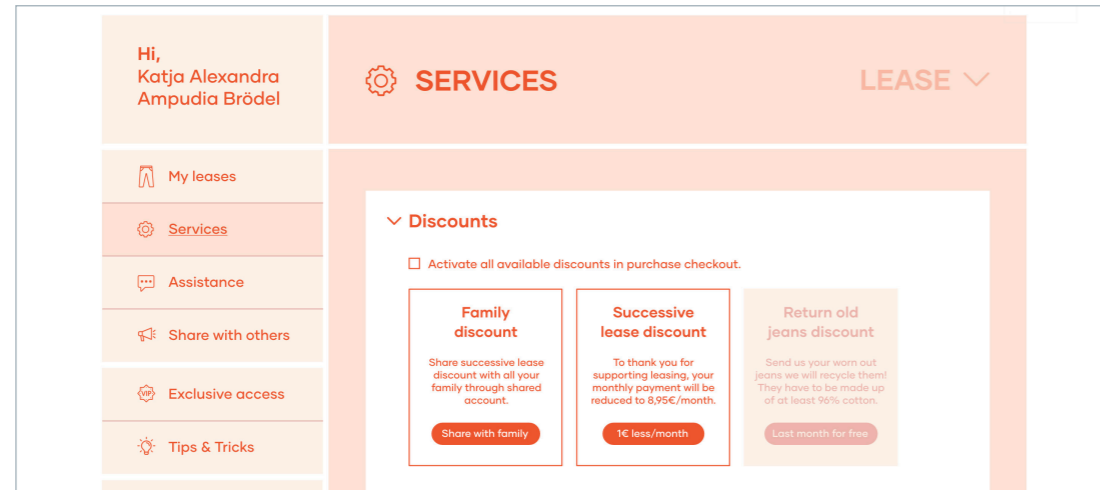


Figure 120. Final prototype - Account Page (IV).

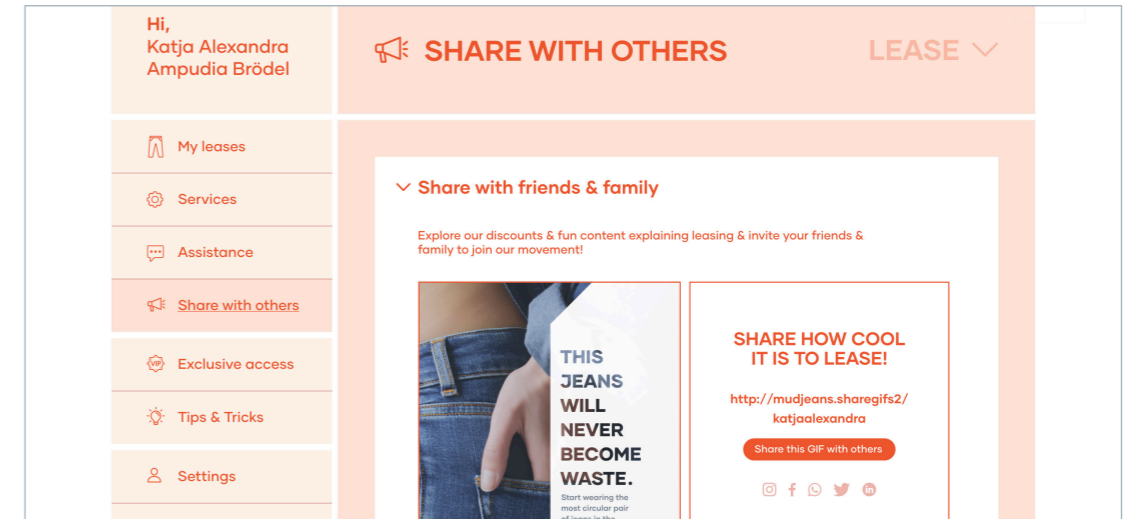


Figure 123. Final prototype - Account Page (VII).

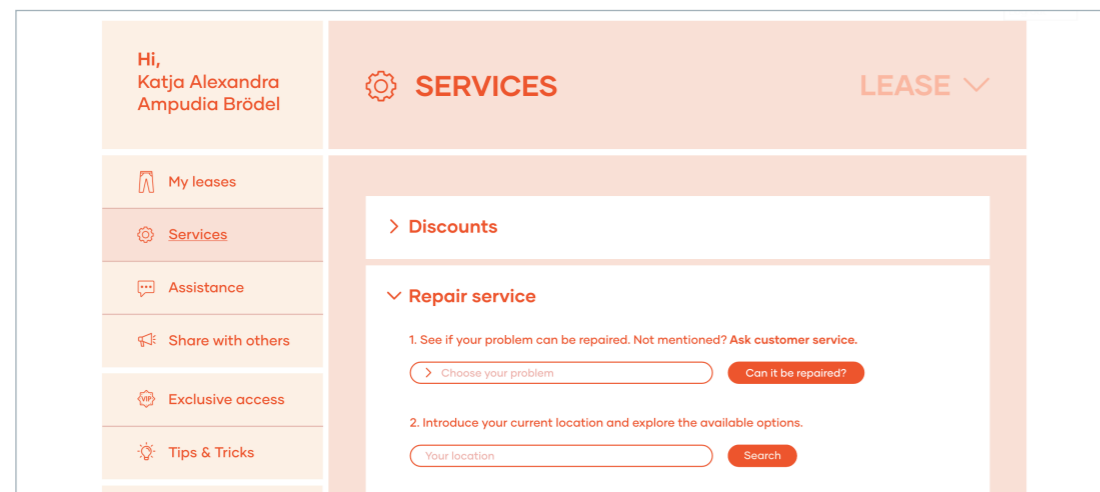


Figure 121. Final prototype - Account Page (V).

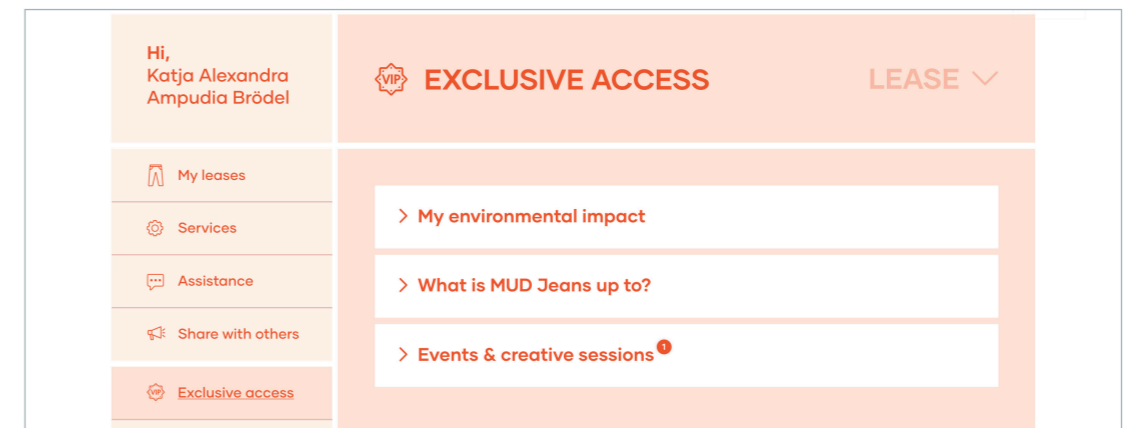


Figure 124. Final prototype - Account Page (VIII).

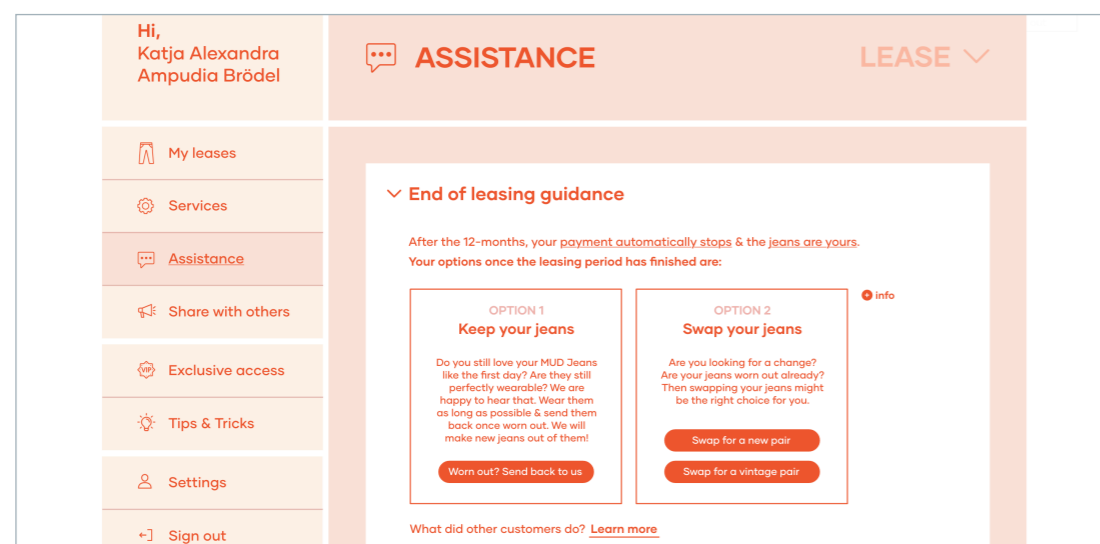


Figure 122. Final prototype - Account Page (VI).

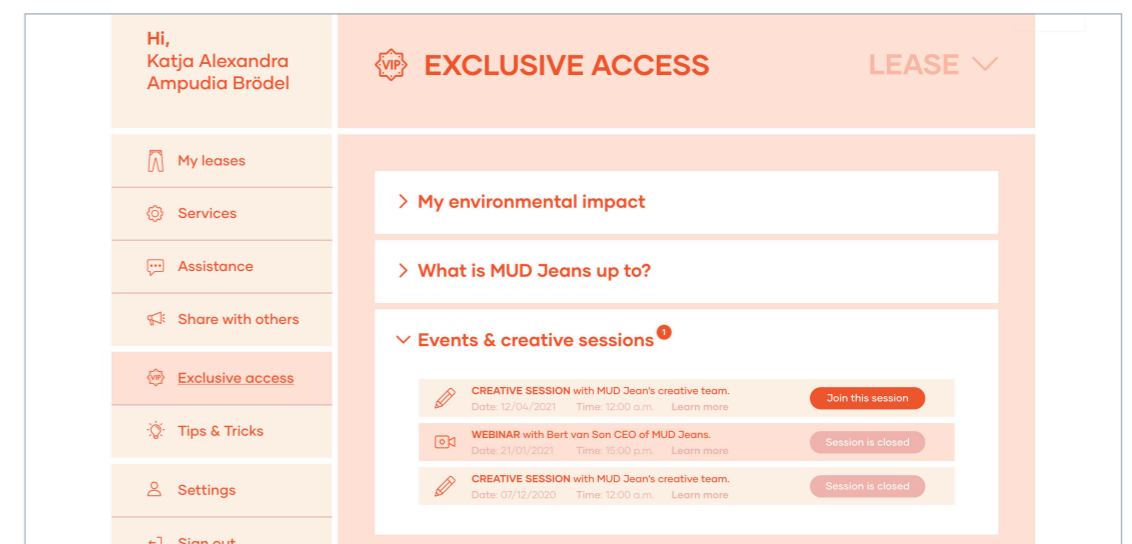


Figure 125. Final prototype - Account Page (IX).

5.4.4. Implementation

In this last step of the Delivery phase, the reader will be taken through the implementation steps proposed by MUD Jeans' team.

Having reached the end of the project period allocated, now it was time to hand over the proposed design solution to MUD Jeans' team in order for them to continue the implementation process. In order to

bring the most value to the whole team, the insights discovered and solutions proposed were shared with the whole team in a virtual meeting session as well.

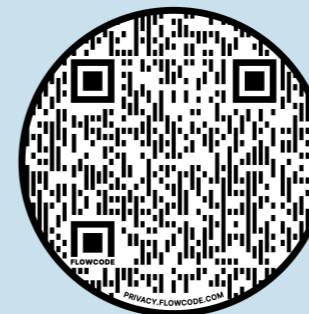
The management team shared the following implementation plan (Figure 126):



Figure 126. Implementation plan overview.

SUMMARY PAGE

- Using design platform Adobe XD, we designed the new Lease A Jeans and account page screens and created connections between them.
- Once designed, it was now time to test the first prototype version with consumers. In order to gain the maximum amount of knowledge in the limited time available, a **cumulative usability testing strategy** was followed. This strategy focuses on incorporating changes while testing with consumers, validating every applied change with the next user interviewed.
- **Lease A Jeans page:** a total of 12 potential new leasers took part in the usability testing phase.
- **Account page:** A total of 17 leasers took part in the usability testing phase.
- A list of the applied changes can be seen in Figure 110-113.
- The finalised prototype can be seen in Figure 114-125 and in the following QR code.
- An overview of the implementation steps designed can be seen in Figure 126.



https://www.youtube.com/watch?v=TH_Rr1xgYjA

CHAPTER 6

CONCLUSIONS

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6.1. Project conclusion

This project started with a personal desire to use design skills to improve a new model of consumption that is currently revolutionizing the fashion industry: garment leasing. Through MUD Jeans' Lease A Jeans service, we found the perfect opportunity to do so. With the joint desire to get to know MUD Jeans' leasers better to then improve the brand's current service-and-communication struggles, we defined three project goals:

- Can the Double Diamond framework of innovation and a co-creational design approach improve MUD Jeans' Lease A Jeans service?
- Can a strategic and product design approach help MUD Jeans improve the overall communication and service experience for leasers?
- Can a strategic and product design approach make MUD Jeans' Lease A Jeans service more approachable and understandable for new potential leasers?

Following British Design Council's Double Diamond methodology and a co-creational approach with different consumer groups (N-S, S, B, L), we managed to define 34 pain points related to the Lease A Jeans service that were then reduced to 19 "solvable" ones. In order to achieve the best results during the 7-month internship time, we ended up defining 10 "quick wins" through an impact-effort chart, all of them solvable through a website redesign, specifically of MUD Jeans' Lease A Jeans and account page.

Once the first "problem exploration" diamond was completed, it was time to start developing solutions for the selected problems. Focusing on the above mentioned website pages, we brainstormed, designed and validated the proposed solution with the continuous help of users (current and potential leasers).

Through the four different design phases that comprise the Double Diamond framework, we managed to design solutions to problems that were previously unknown to MUD Jeans' team. But not only that, through a constant customer input, we managed to deepen our service understanding and go beyond solving problems, rethinking the whole service experience:

- **For new potential leasers**, unfamiliar and hesitant to try MUD Jeans' leasing service, we created a new user-friendly and easy-to-navigate Lease A Jeans page. We managed to simplify both the concept and the services offered while guiding them through their indecisiveness, offering them a short personalized quiz, an overview of the numbers behind leasing and information about how the experience was for others.
- **For leasers**, currently leasing one or more pairs of jeans, we redesigned MUD Jeans' whole account page. Instead of being a place where only personal details are available (address, orders...), we focused on offering leasers what they demanded and desired: full access to everything connected to their service experience (leasing period overview, access to services included, guidance at the end of leasing, content to share with friends and family...), as well as a closer connection to MUD Jeans (access to the behind the scenes, the option to participate in events and creative sessions...). This way, as mentioned by leasers themselves, we made the service more accessible and tangible, using the experience of others to guide them through their decision-making processes in the service.

However, this project is only the beginning of MUD Jeans' co-creational journey with consumers. It is just an example to the industry of the potential benefits of incorporating a strategic and co-creational mindset in the design process of products and experiences. Radically changing the B2C relationship, it brings trust and transparency to the exchange as well as fast-and-accurate responsiveness to market shifts.

Clothing leasing services have yet to become part of the standard in the clothing industry, but through this project we learned that, if done the right way, the sold alternative is just no competition. Someday ownerless consumption will become the new normal and we can't wait for that to happen. Not only for brands doing the right thing, but also for our existence and the survival of our beloved nature.

6.2. Limitations and future research

Albeit proven to be an overall very insightful and useful project for MUD Jeans' team, we did experience some limitations throughout the project.

An overarching limitation that would have increased the trustworthiness of the whole project is nurtured in the idea that more customer responses or more participants in the con-creational process would have brought more depth and diversity to the data collected and ideas generated. However, this problem naturally grew from the fact that we had a limited project time available while also being a one-person task.

In the initial problem-discovery phase, specifically in the quantitative study, strongly focusing on keeping the survey short, concise and easy to respond to, made us miss asking some interesting questions that would have brought an interesting point of view to the research (e.g. asking buyers about the reasons why they bought instead of leased, if they knew about MUD Jeans' Lease A Jeans service or not...). But in exploratory projects like this one, at the forefront of innovative and complex topics like leasing, you are always smarter once you are done with the research. There is of course no right or wrong way of doing things, but we regret not having dug deeper in some topics mentioned.

With regards to the testing phase, although following a cumulative usability testing has been proven to be an effective time-saving strategy, it is not as "scientifically correct" as following a more meticulous and

extensive prototype testing phase. We therefore suggest MUD Jeans' team to execute a more in-depth monitoring and evaluation of the user interactions obtained in the new Lease A Jeans and account page in order to increase the project's credibility and verify whether the intended results and benefits were actually achieved or not (Roser et al., 2009).

Successfully defining key performance indicators (KPI's) would have also increased this project's transferability to other contexts and services as we would have obtained specific data related to design changes incorporated. We therefore strongly suggest MUD Jeans' team to keep this strategy in mind once having incorporated the changes to their website.

Nonetheless, through this project we have managed to prove that using the right method and design strategy, there is no problem too complex to solve. Time can become a hurdle as it has been in this project, but we still managed to successfully validate our re-design proposal with consumers and MUD Jeans' team.

6.3. Personal reflection

Throughout my 7-month internship at MUD Jeans, I learnt a lot. I feel like I grew into a completely new person and designer. And for that, I will be forever grateful to MUD Jeans. I am proud to say that I've worked with one of the most recognized circular denim companies in the world, the first one to think out of the box and create a leasing jeans service. With a mission to always be and do better, MUD Jeans has been working hard to change the narrative in the fashion industry. They have demonstrated that there is a lucrative alternative to the currently unsustainable production-and-consumption model; and I came to the realisation that bringing a strategic design mindset to a clothing service model can only increase the value, uniqueness and customer satisfaction of the service offered.

Never having done a strategic project outside academia, I was lost and confused with how I should carry out my project. I had an overview of the different design steps I wanted to follow, but I had little experience both doing customer research studies and prototyping. Thankfully I got introduced to Johan, a Strategic Product Design Master student at TUDelft that was not only doing a project of a similar nature, but also had started his Master thesis a couple months prior to mine. His project and personal experiences really helped me get a clearer overview of the approach I wanted to take in this project.

Something that was incredibly rewarding was working on a project that was going to bring value to the company I was working for. Being a small company with a team of around 15 people, everyone knew of me and my project. Throughout the whole project, they not only showed great interest in how the project was evolving, but also gave me feedback and guidance in some of my project's crossroads. What's more, having contact with colleagues working in other departments or fields inside MUD Jeans helped me gain a better understanding on how a clothing company works internally, specially in the beginning of my internship, when the COVID-19 rules were not as strict in The Netherlands.

For me, the biggest struggle in this project was finding the balance between my "internship" and "thesis" work and doing an internship during a world pandemic. During weeks of important projects (e.g. campaigns, shoots...) or deadlines (website launch), it was hard to find time for my thesis. I however managed to work it out and find time for both. I have to thank my project supervisor Danique, who gave me flexibility in times of work overload. Related to the COVID-19 pandemic, it was hard to keep up-to-date with the projects my colleagues were working on while working from home. I also missed building closer connections with my colleagues, sharing ideas and laughs in the office.

To sum up, I am very proud to say that I have gone way beyond the limits of what I thought I was capable of with this project. There are of course things that I could have done better, but it is also in your mistakes where you learn the most. I learned to find comfort in the unknown and developed a passion for solving complex problems related to climate change and clothing consumption; and I came to understand that we need to work *with* people instead of *for* people to really create designs that are of value.

As an endnote, I would like to close the project the same way that it started: *Everyone needs clothes. No matter what culture, climate or country, we all wear clothes. Every single day. And it is in our hands to choose a better future for us and for the next generations. It is in our individual actions where change starts. Every decision counts.*

CHAPTER 7

APPENDIXES

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Appendix A | Obtaining a statistically significant quantitative research

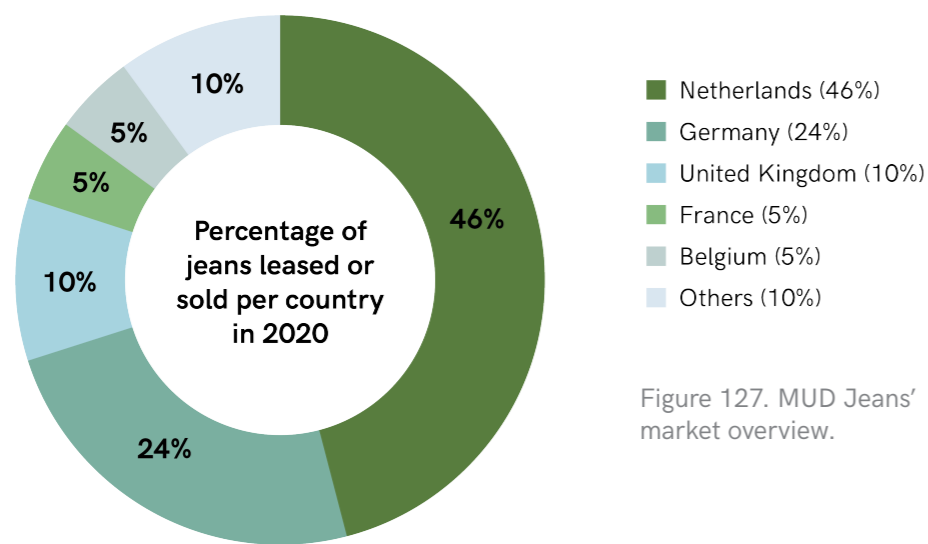
In order for the conducted survey to be statistically significant, we used a sample size calculator. The steps completed are as follows:

1) Select the countries were MUD Jeans has it's biggest market (the data used is from the year 2020) (Figure 127):

- The Netherlands - 46% of sales
- Germany - 24% of sales
- UK - 10% of sales
- France - 5% of sales
- Belgium - 5% of sales

2) Select the percentage of the population that is going to be considered:

Based on Global Fashion Agenda's study (2019) we will consider that 23% of fashion consumers value sustainability (enthusiasts, high involvement, believers and supporters). To round up the numbers, we will work with 25% of the population.



- Netherlands (46%)
- Germany (24%)
- United Kingdom (10%)
- France (5%)
- Belgium (5%)
- Others (10%)

Figure 127. MUD Jeans' market overview.

25% of countries = a total of 60,5 million people:

- The Netherlands - 4 millions
- Germany - 20 millions
- UK - 17 millions
- France - 16,5 millions
- Belgium - 3 millions

3) For the total number of people considered, calculate the sample size with a 95% of confidence level and a 4% margin of error through Survey Monkey's calculator.

60,5 mill. + confidence level of 95% + 4% margin error (lower error, more accurate results) = **601 responses needed.**

Appendix B | Other insights from the quantitative customer study

From all the target groups analysed (N-S, S, B, L), the information that will be shown is:

- Demographics of all groups (country, age, gender and educational level).
- Overall jeans use.
- Others of interest (if there is any).

NON-SUPPORTERS (173)

DEMOGRAPHICS (Figure 128-131):

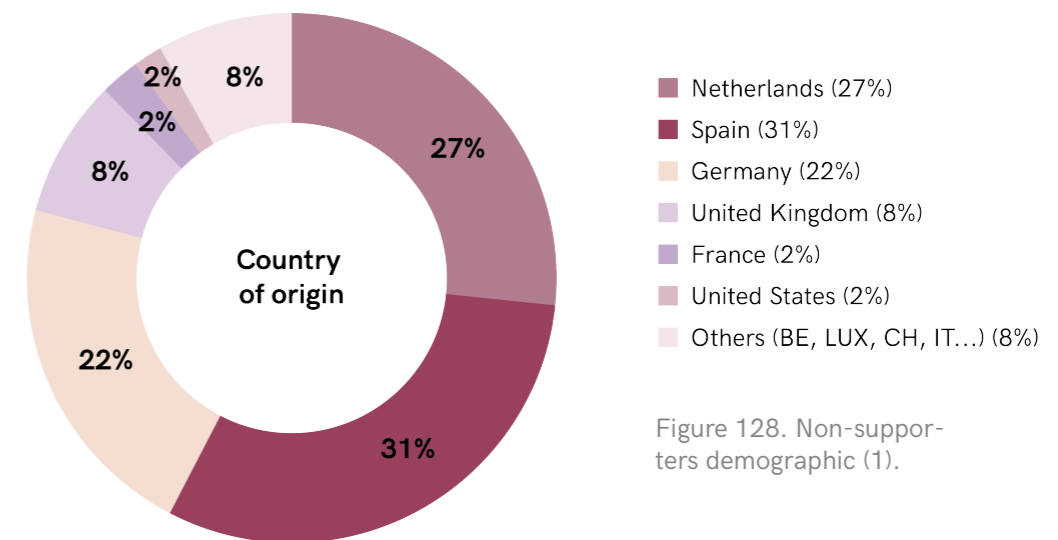


Figure 128. Non-supporters demographic (1).

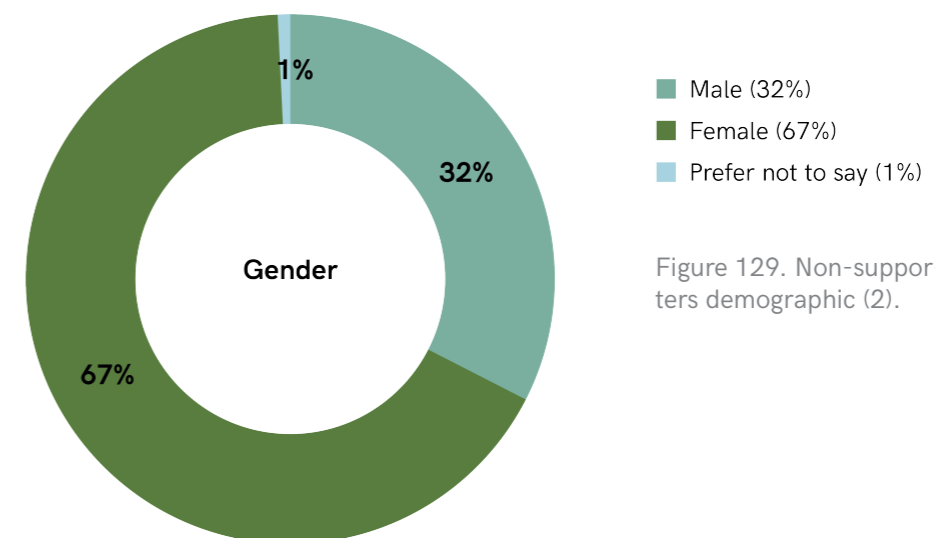


Figure 129. Non-supporters demographic (2).

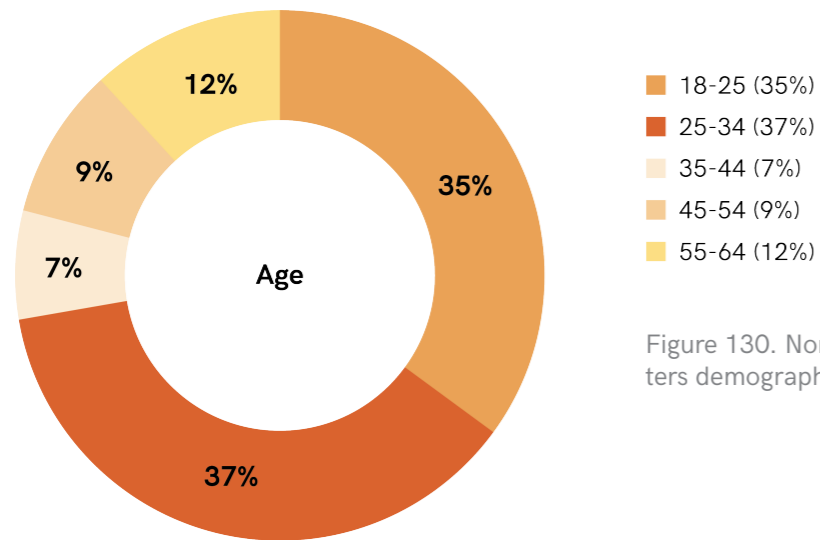


Figure 130. Non-supporters demographic (3).

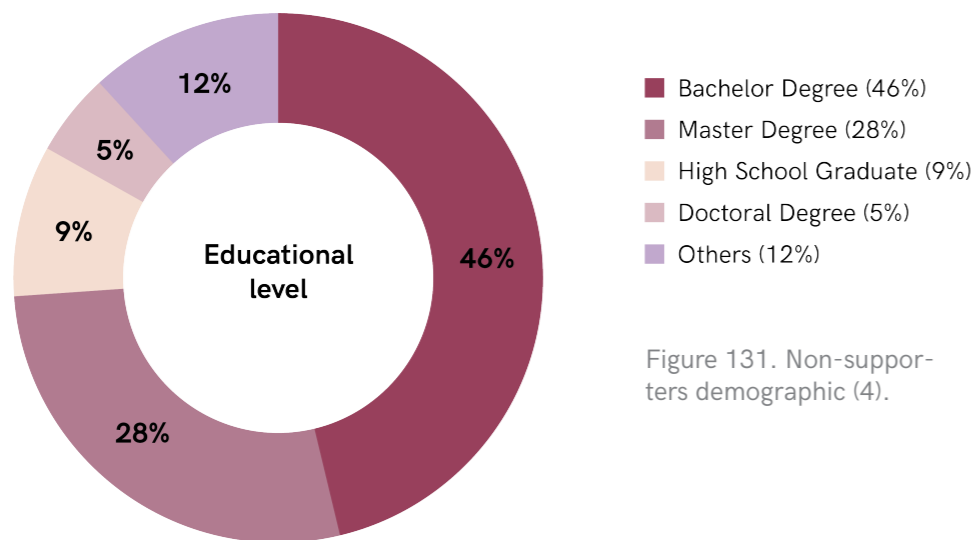


Figure 131. Non-supporters demographic (4).

How often do you wear jeans?

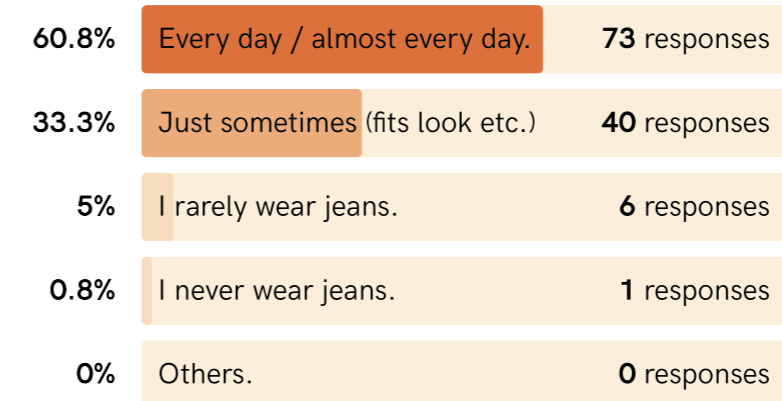


Figure 133. Non-supporters overall jeans use (2).

OTHERS (Figure 134-135):

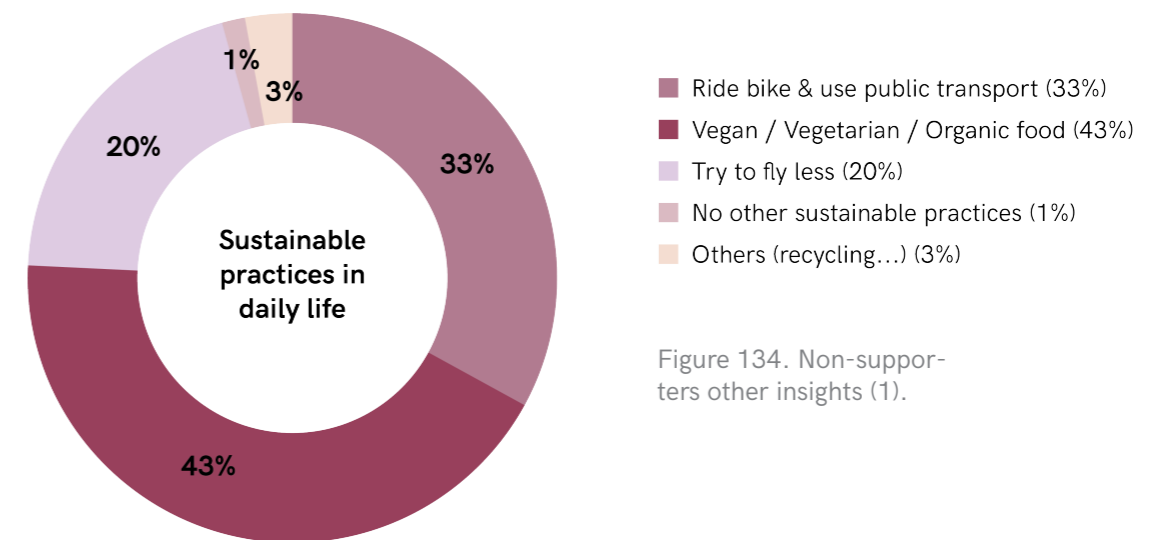


Figure 134. Non-supporters other insights (1).

OVERALL JEANS USE (Figure 132-133):

For what of the following occasions do you wear a pair of jeans?

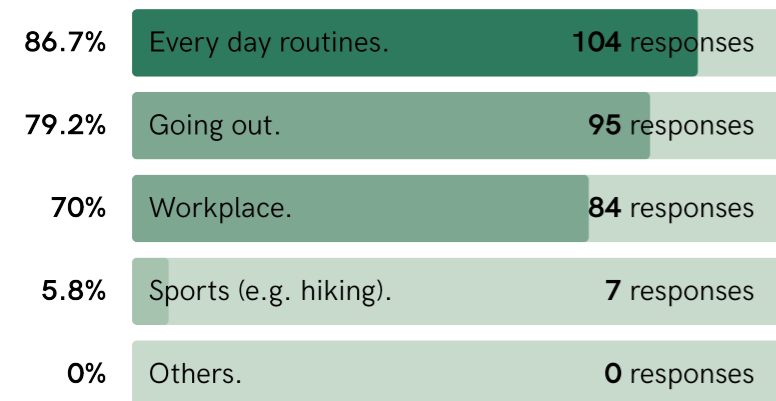


Figure 132. Non-supporters overall jeans use (1).

Terms respondents are familiar with:

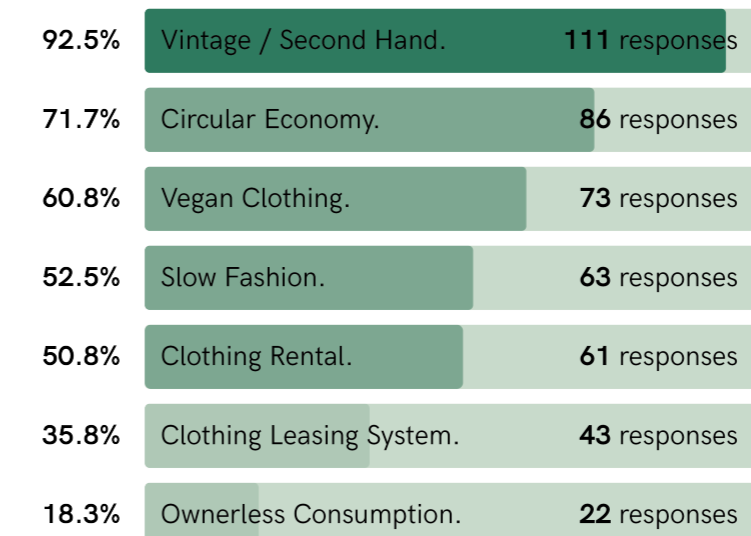


Figure 135. Non-supporters other insights (2).

SUPPORTERS (182)

DEMOGRAPHICS (Figure 136-139):

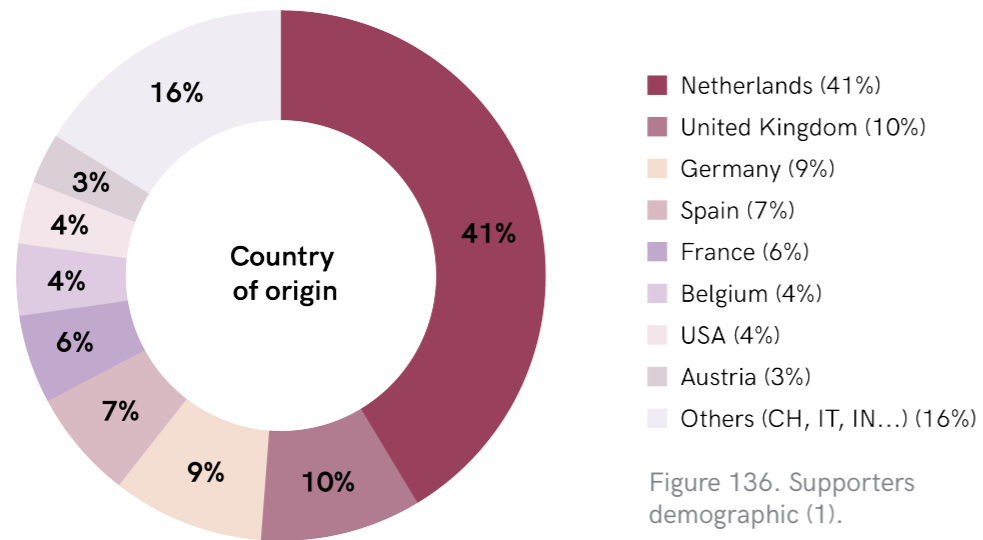


Figure 136. Supporters demographic (1).

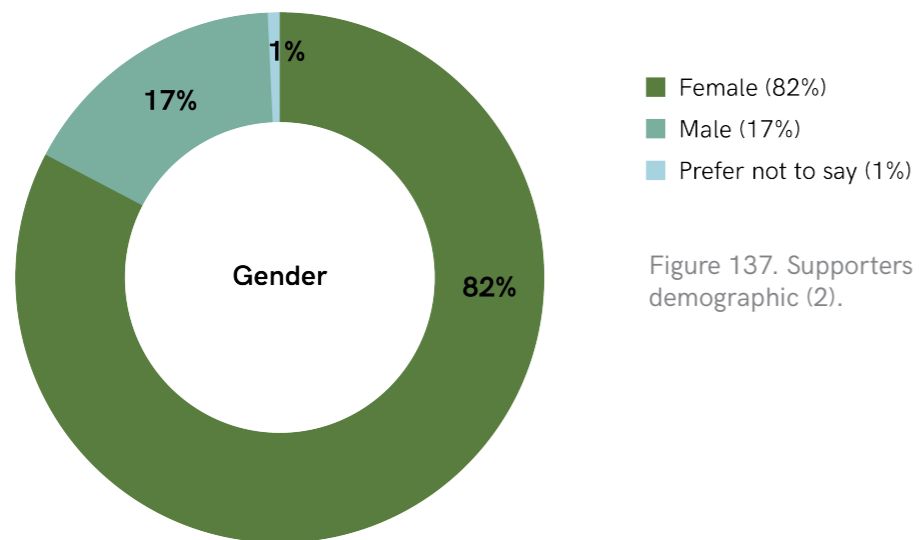


Figure 137. Supporters demographic (2).

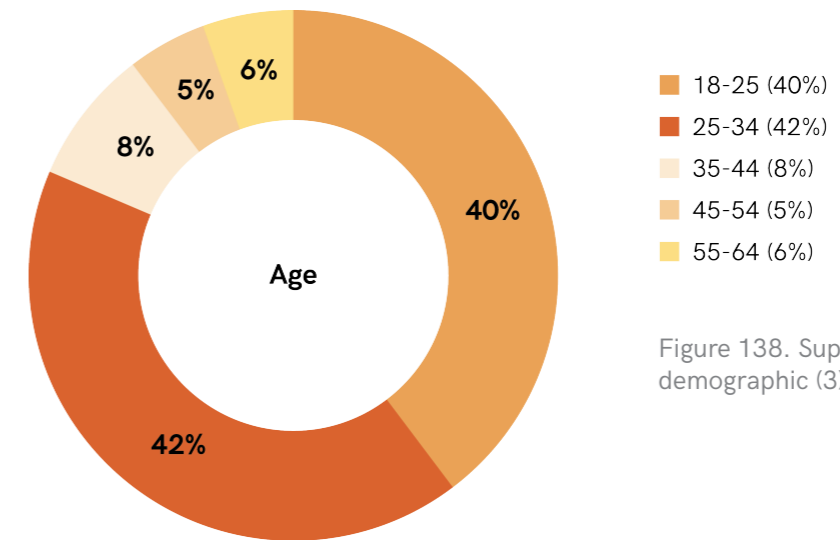


Figure 138. Supporters demographic (3).

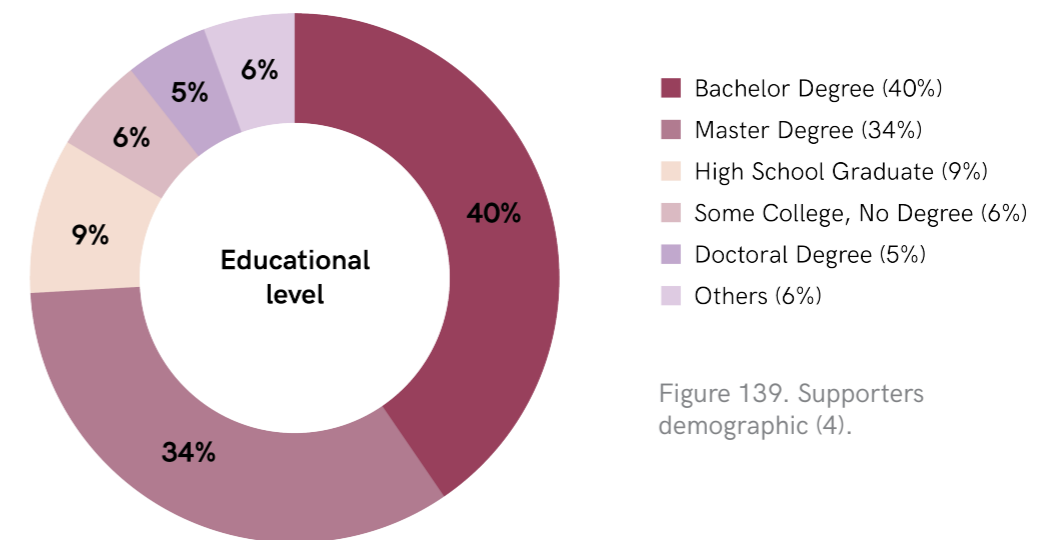


Figure 139. Supporters demographic (4).

OVERALL JEANS USE (Figure 140-141):

For what of the following occasions do you wear a pair of jeans?

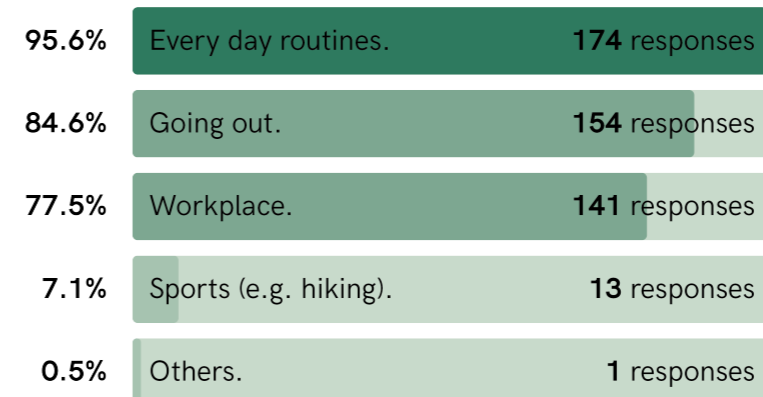


Figure 140. Supporters overall jeans use (1).

How often do you wear jeans?

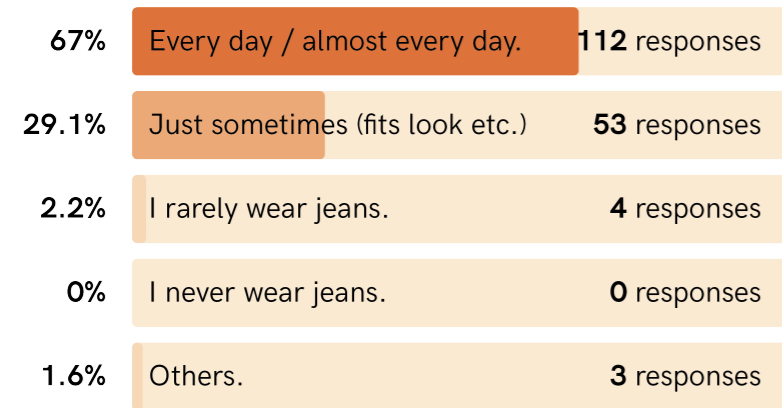


Figure 141. Supporters overall jeans use (2).

OTHERS (Figure 142-143):

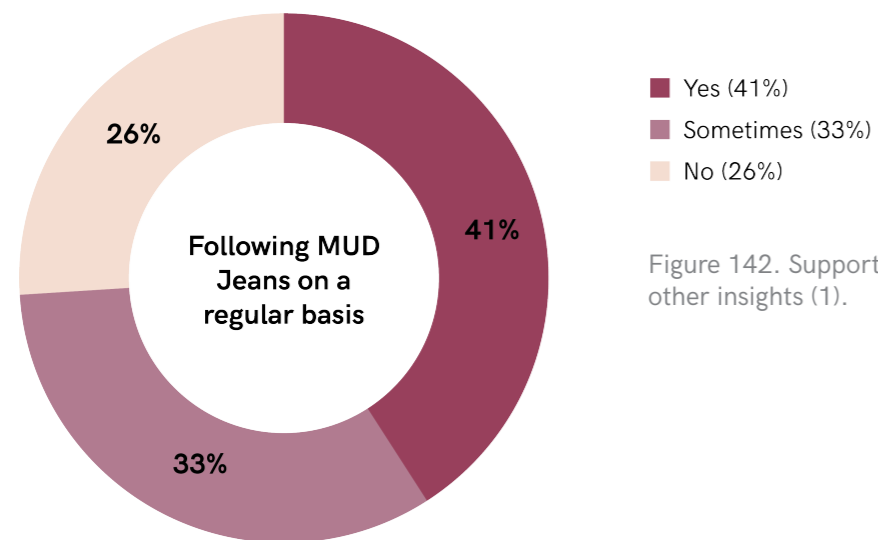


Figure 142. Supporters other insights (1).

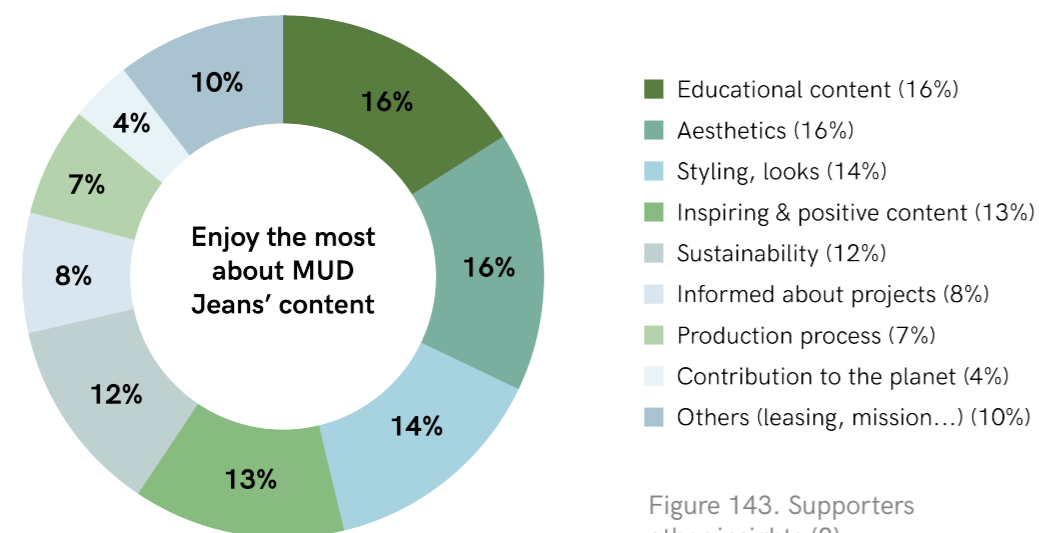


Figure 143. Supporters other insights (2).

BUYERS (96)

DEMOGRAPHICS (Figure 144-147):

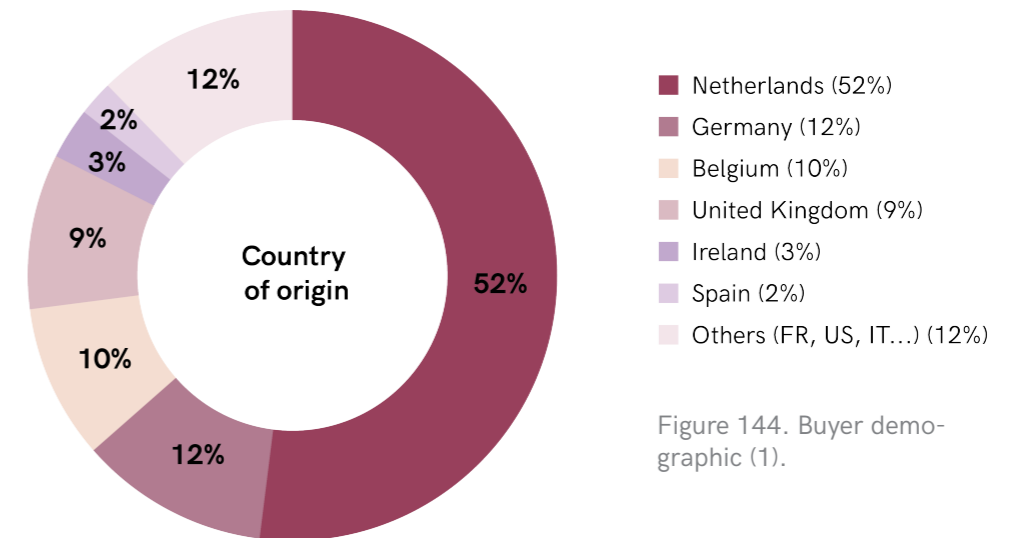


Figure 144. Buyer demographic (1).

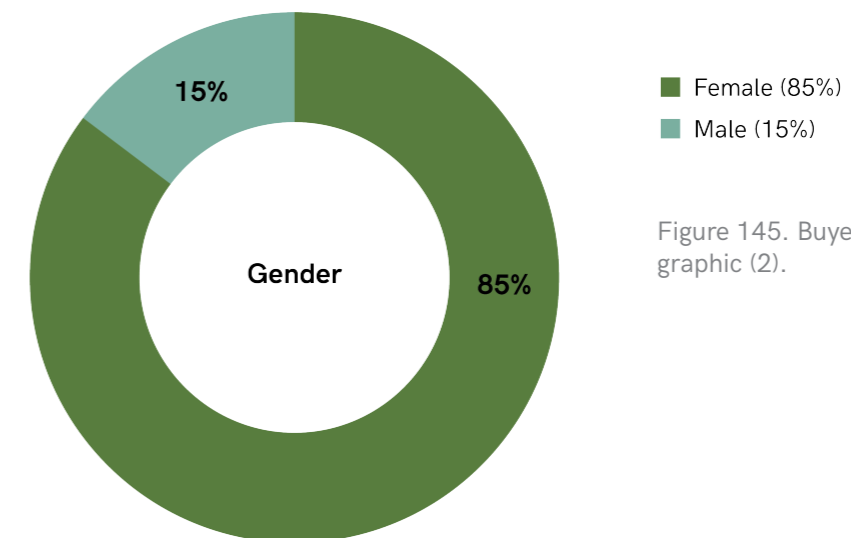


Figure 145. Buyer demographic (2).

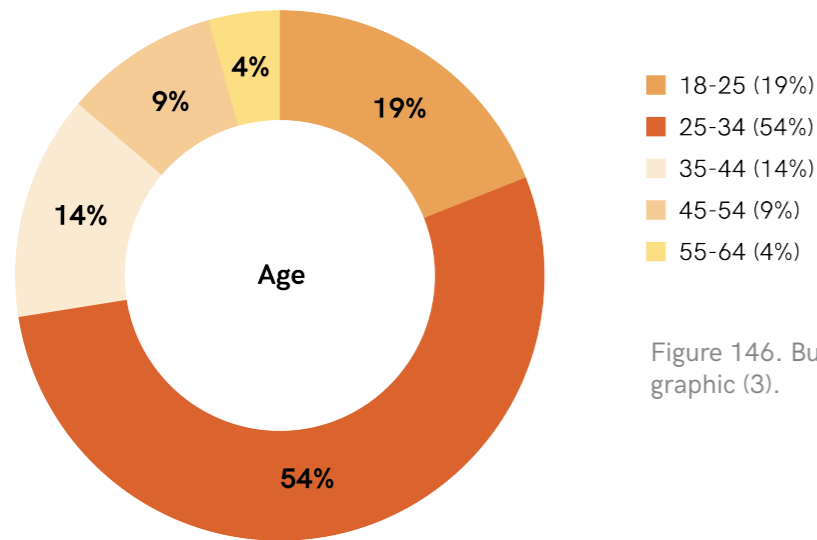


Figure 146. Buyer demographic (3).

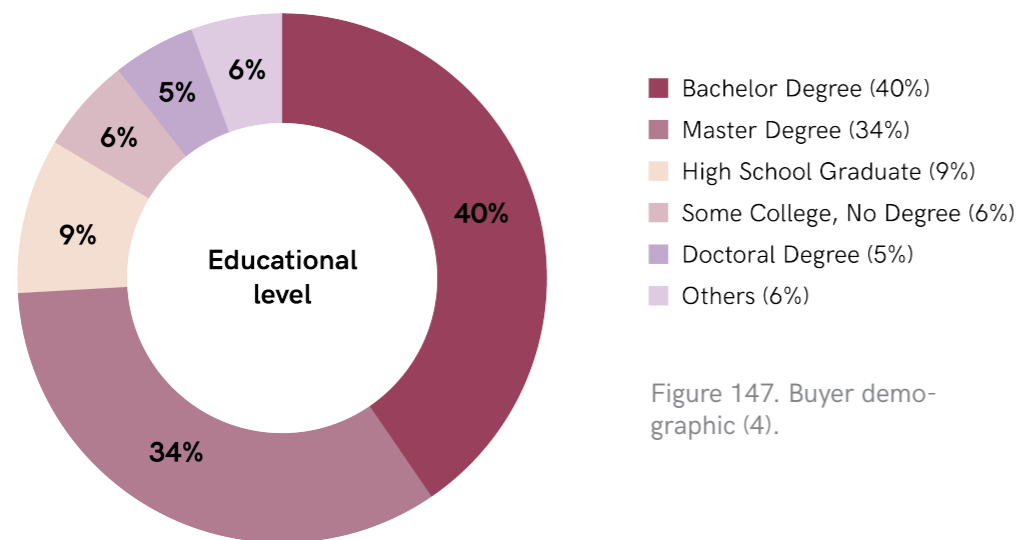


Figure 147. Buyer demographic (4).

How often do you wear jeans?

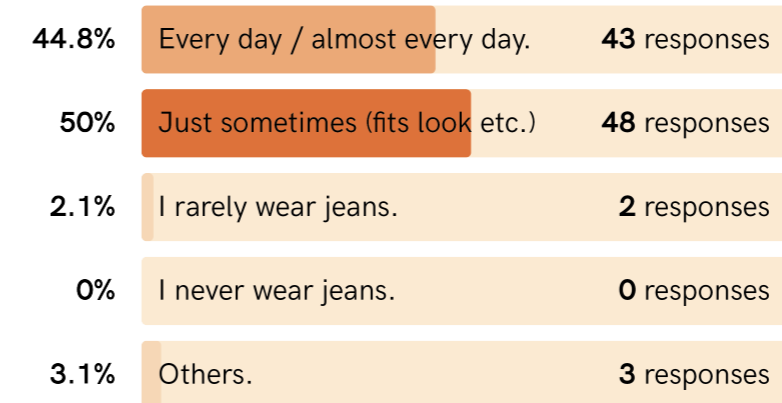


Figure 149. Buyer overall jeans use (2).

OTHERS (Figure 150-151):

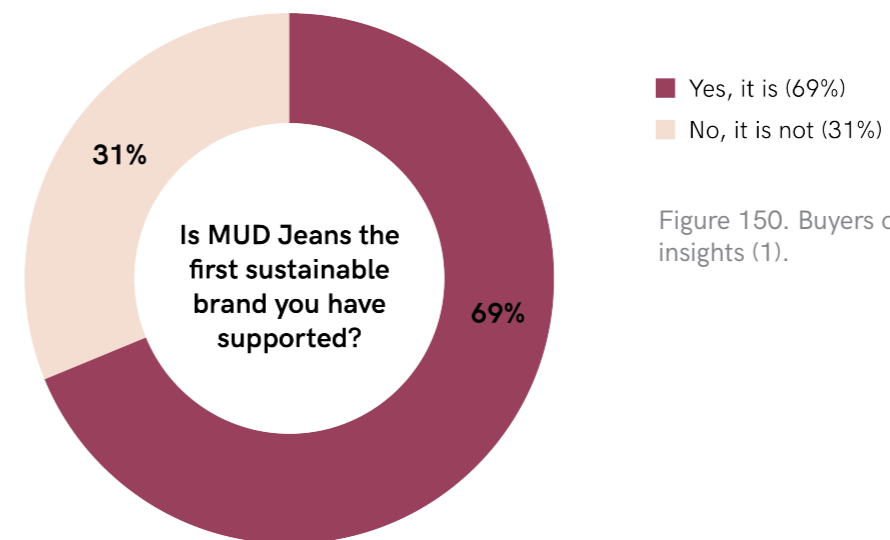


Figure 150. Buyers other insights (1).

OVERALL JEANS USE (Figure 148-149):

For what of the following occasions do you wear a pair of jeans?

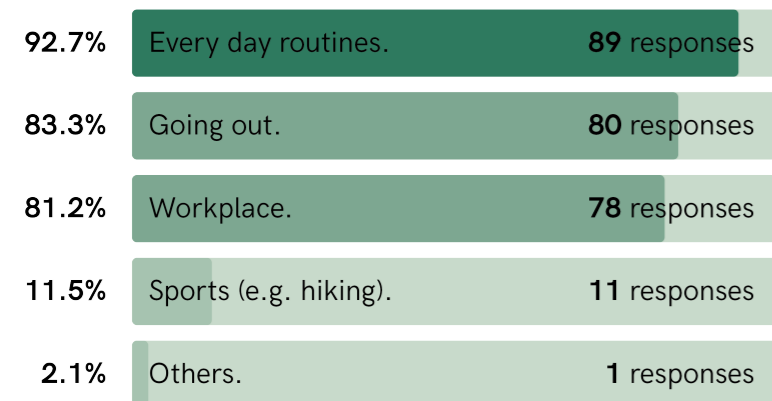


Figure 148. Buyer overall jeans use (1).

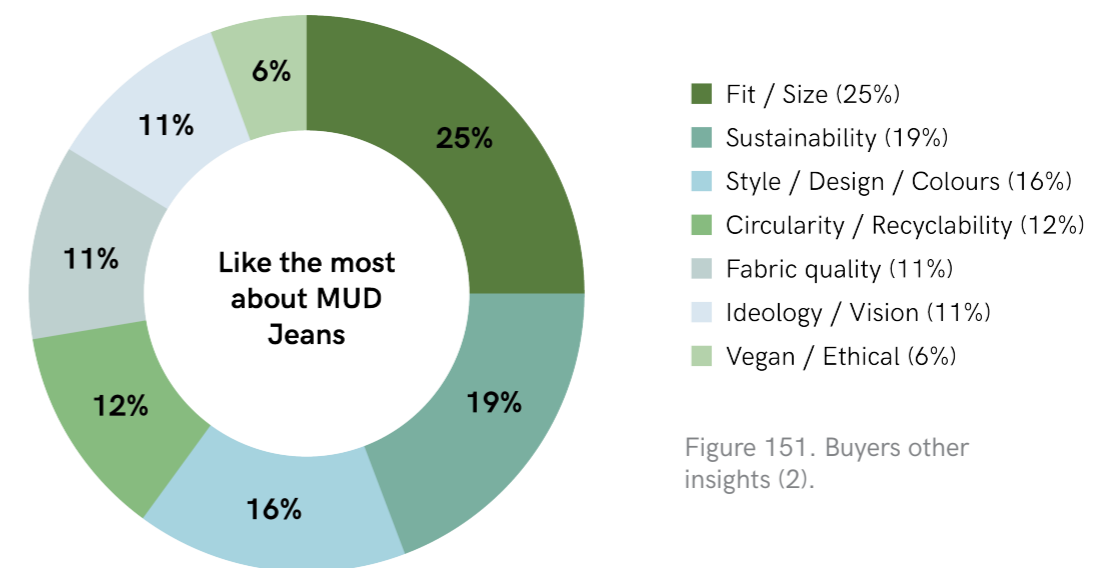


Figure 151. Buyers other insights (2).

LEASERS (169)

DEMOGRAPHICS (Figure 152-155):

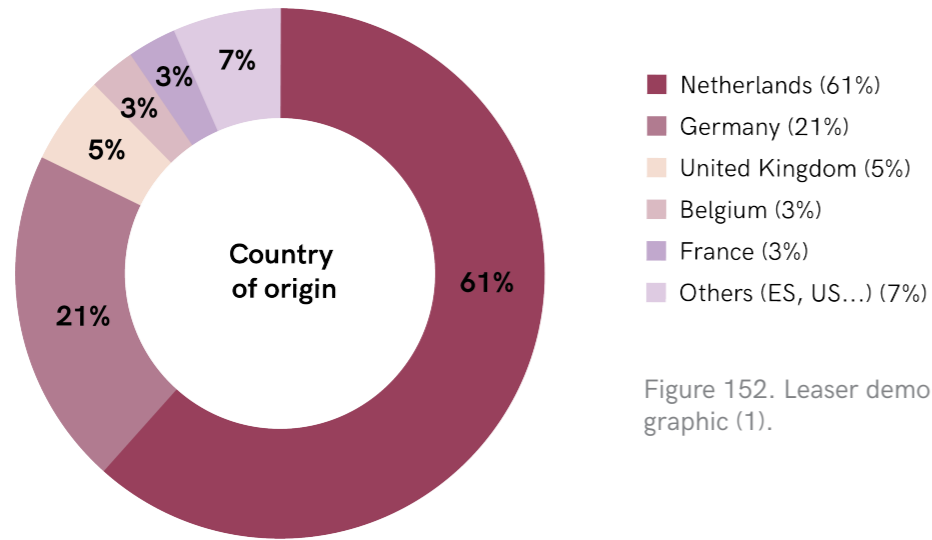


Figure 152. Leaser demographic (1).

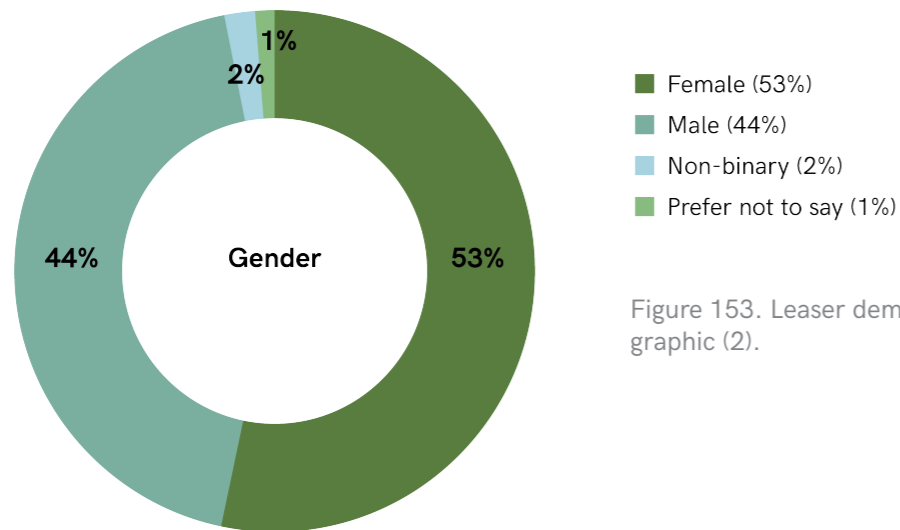


Figure 153. Leaser demographic (2).

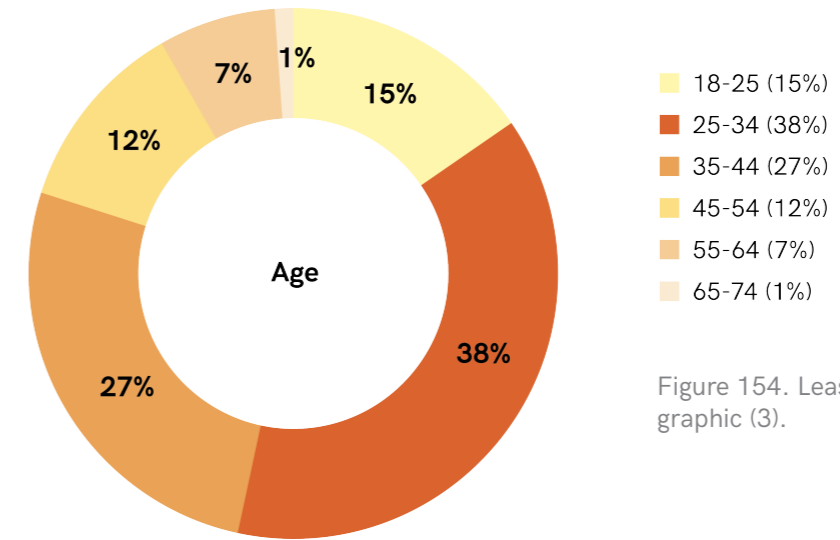


Figure 154. Leaser demographic (3).

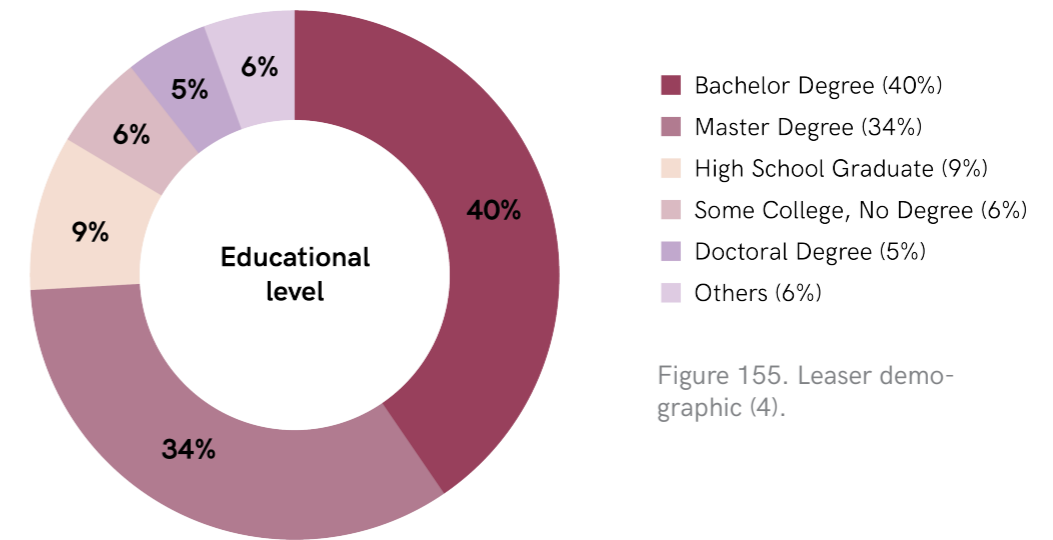


Figure 155. Leaser demographic (4).

OVERALL JEANS USE (Figure 156-157):

For what of the following occasions do you wear a pair of jeans?

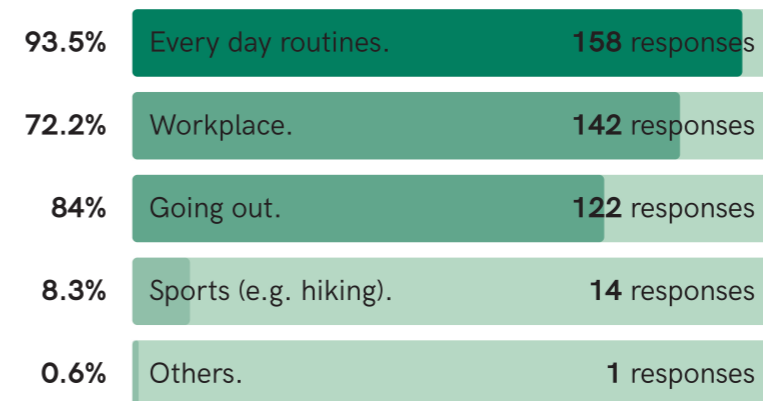


Figure 156. Leaser overall jeans use (1).

How often do you wear jeans?

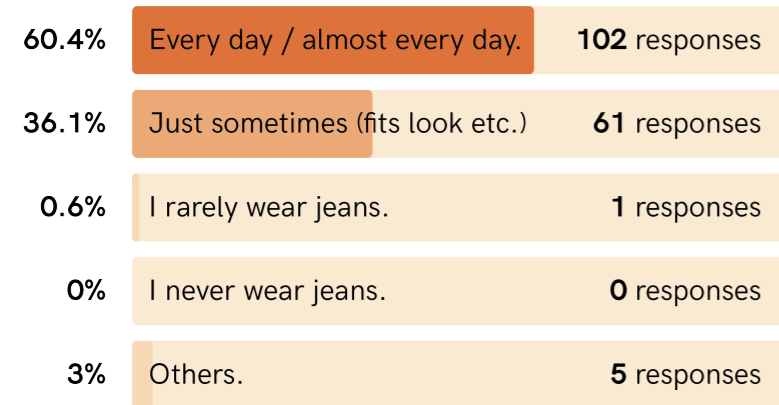


Figure 157. Leaser overall jeans use (2).

OTHERS (Figure 158):

How well did/is the leasing experience fulfilling your expectations?

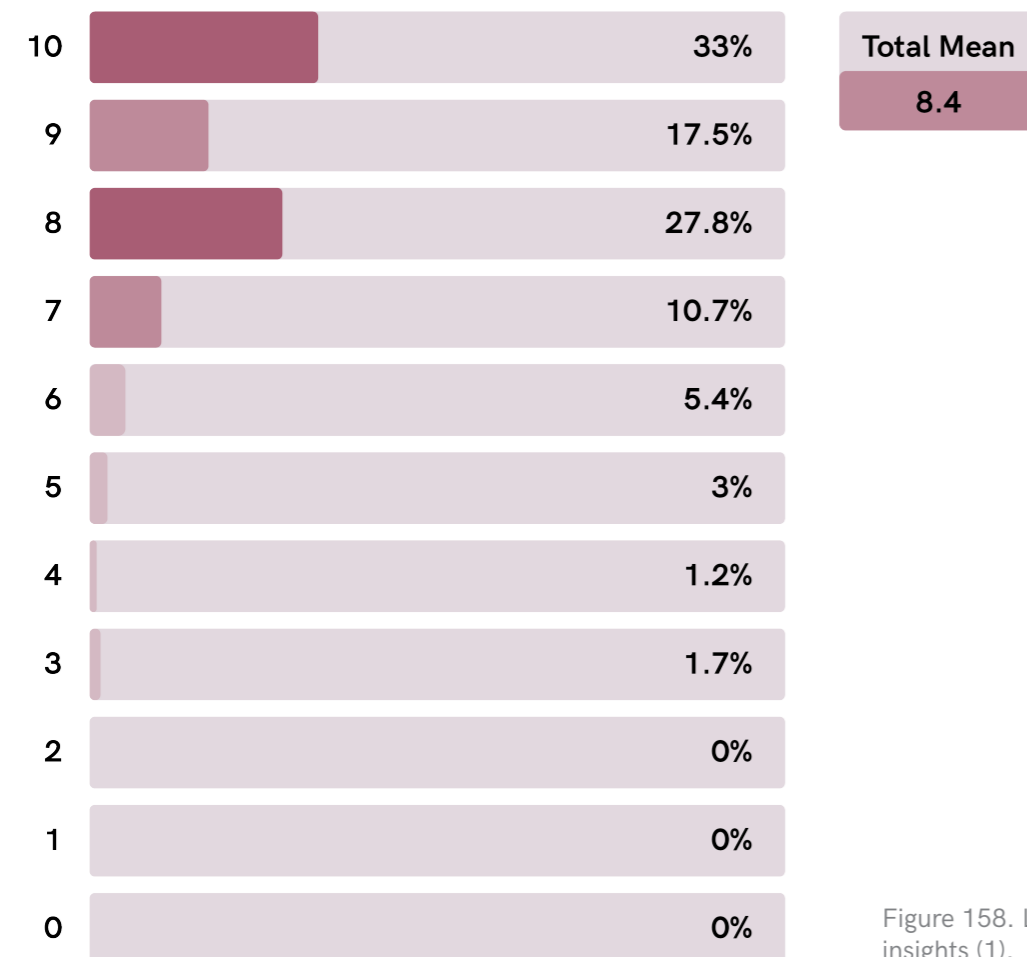


Figure 158. Leaser other insights (1).

Appendix C | Qualitative study interview guide

Interviewee N°	#	Nationality	-	Residence (Country)	-
Age	-	Leaser Status	-	-	-
Gender	-	Shared with peers?	-	-	-
Keep / Swap?	-	-	-	-	-
Topic #1	-	-	-	-	-
Topic #2	-	-	-	-	-

Table 8. Qualitative study data overview template.

INTRODUCTION

- The interviewer presents herself:
Hi, my name is Katja, I'm a design strategist and I finished my Industrial Design Engineering studies in TUDelft this summer. I'm currently doing an internship at MUD Jeans & working on my Thesis around the Lease A Jeans service.
- Purpose of the conversation:
The purpose of the conversation is get to know you better & dig deeper in your leasing experience.
- Assure anonymity & confidentiality:
During this conversation, your identity will be kept anonymous & you have the right to withdraw from the interview at any point during our conversation. Also, there are no right or wrong answers & feel free to interrupt at any point in time during our conversation.

Could I record the conversation from now on for research purposes?

THEME 1: Background information about the interviewee (lifestyle & routines).

- Could you briefly introduce yourself? (information like where do you come from or what you do for living)

THEME 2: Start with the point of purchase - break the ice and set the stage for the rest of the interview. The goal is to help our customers, not only remember, but to get them used to the feeling of remembering.

Not all of the questions were asked, but the list of type of questions asked will be presented below:

- Do you remember when you leased your first MUD Jeans?
- What drew your attention to our Lease A Jeans model?
- Were you considering other company alternatives before deciding to Lease A MUD Jeans? If so, could you name them please?
- Which parameters/product qualities mattered the most when comparing the different options offered by the other brands?
- What made you finally choose our product? (our key advantage)
- What information did you have trouble finding that would have helped you make the decision faster?

THEME 3: Experience during leasing. Focus on the specific answers mentioned in the survey.

- Rating of the leasing experience and suggestions to improve:
When you filled in your survey, you rated the leasing experience with ____ & you commented on stuff related to _____.
- Do you feel that MUD Jeans has delivered what they promised? Why? What do you wish MUD Jeans had or did better?
- Are you still looking for a better solution to your problem/desire? Could you please elaborate a bit.

THEME 4: Experience after leasing.

- Dig deeper in the reasons behind keeping/swapping their jeans
- Dig deeper in the connection to MUD Jeans after leasing:
You suggested that you would like to have X, Y & Z connection to MUD Jeans.
How often would you like to receive information about that?
In which format would you like to receive it?
- Referral with their peers (friends and family):
You said you recommended it to people.... In which words have you recommended it to somebody you know? (words they use to describe our product).

THEME 5: Turning tables, give the customer a chance to ask questions to you.

Now it's your turn to ask me anything that comes to your mind or that you are interested in knowing about... Is there something I didn't ask or that you would like to have an answer to?

CLOSING INTERVIEW + THANK YOU: Ask if they would be willing to continue participating in the study (Figure 159).

Finally, to close up this interview, I would like to ask you if you would be willing to continue giving us feedback throughout the development of this project. This would mean that, once I have further developed the strategies/solutions, I might get in contact with you to hear your opinion on them.

Thank you very much for your time & your insights, they will be of great use for us to improve our service.



Figure 159. Thank you note.

Appendix D | Leaser interview insights

Interviewee N°	1	Nationality	British	Residence (Country)	UK
Age	35 - 44	Leaser Status	Has already completed a 12-month lease.		
Gender	Female	Shared with peers?	Yes she has, but no one felt encouraged to lease.		
Keep / Swap?	Decided to keep & love her jeans. Hasn't send them back yet.				
Topic #1	Rated her leasing experience with a 10. Didn't suggest any improvements.				
Topic #2	Would like to become part of a loyalty programme & meet other leasers.				

Table 9. Interviewee 1 insight overview.

THEME 1: Background information about the interviewee (lifestyle & routines).

- Designer running a circular design studio, specialised in marine plastics.

THEME 2: Start with the point of purchase - break the ice and set the stage for the rest of the interview:

- Huge supporter of Sea Shepherd, got introduced to MUD Jeans through that.
- Got to know MUD Jeans through the website. Considers that MUD Jeans is lacking press & advocacy in the UK (list of newspapers suggested).
- Enjoys the transparency and considers MUD Jeans as one of the only examples of product-service in the fashion industry.
- As an alternative to MUD Jeans' Lease A Jeans concept, she mentions a company that is working on a leasing with Levi's.
- "I think the story of the material is something that could maybe be boosted a little bit more, because the quality of the material is far, far higher than you'd usually get on a usual garment".
- Buying high quality garments is accessible for more people through leasing. "The added benefit of getting something better, but spreading the cost over that time of the lease."

THEME 3: Experience during leasing:

- Would like more touch points & connections to the brand throughout leasing.
- In garments created in collaborations to other brands, the interviewee would like to get occasional emails about what both companies are doing & the reason behind our partnership.
- Interviewee is committed to using the garment for as long as possible, committed to repairing until not usable anymore. Considers the return shipping costs in the UK as not a high drawback for people committed to sending back & in the right mindset.

THEME 4: Experience after leasing:

- Circular garments have "the ability for stories to be linked into the garment."
- In the loyalty programme you have the "ability to link with other people who are already in that mind-set."
- Suggests establishing a network of users to better advocate this service & make it more well known.

- For higher promotion & advocacy, the interviewee suggests a combination of social media & email newsletter might be a good idea
- The interviewee recommended leasing as enjoying higher quality garments with higher value, spreading the cost over a longer period of time. She recommends it to her students with a lower budget. "They do have access to something that is a very, very well produced piece of clothing that maybe they didn't think of in the first place".
- Shows interest in flexible leasing: Extend or pay off quicker if the month to month cost is something that is a barrier to somebody
- Many people don't know about MUD Jeans in the UK, more visibility is needed for this type of service system.

THEME 5: Turning tables, interviewee asks questions to interviewer:

- Interest in new collaborations with other brands, like the one with Sea Shepherd.

Interviewee N°	2	Nationality	German	Residence (Country)	Germany
Age	25 - 34	Leaser Status	Currently doing his first lease.		
Gender	Male	Shared with peers?	Yes he has, but no one felt encouraged to lease.		
Keep / Swap?	Would like to keep his jeans.				
Topic #1	Rated his leasing experience with a 10.				
Topic #2	Would like to become part of a loyalty programme & meet other leasers., Learn more about what happens with my jeans., Keep learning about circularity & sustainability.				
Topic #3	Suggests keeping the range of MUD Jeans' products manageable to stay credible to customers.				

Table 10. Interviewee 2 insight overview.

THEME 1: Background information about the interviewee (lifestyle & routines).

- Not always into sustainability (started in the last three years), but always conscious about wanting to consume less.

THEME 2: Start with the point of purchase - break the ice and set the stage for the rest of the interview:

- Not clear idea of the months left of leasing.
- Came to MUD Jeans because of the sustainability part, then got interested in the leasing concept.
- Leasing concept, something new. Was curious to try it out.
- For leasing a jeans, MUD Jeans was the only company doing it according to the interviewee.
- Leasing option was an added value, not the main reason. "The main reason was to have clothes produced in a circular economy."
- Initial fee for first-time leasers was confusing. Confused about how to do the leasing of more than one jeans (with the initial payment fee).
- The interviewee had questions about sending back worn out jeans of family & friends, wanted more info about the quality specifics. Sending back very old jeans didn't really make sense at then end.

THEME 3: Experience during leasing:

- Would like a better and more special leasing experience with more information during leasing.
- Only received newsletter throughout leasing, interest in more information, tips, how I can improve in my sustainability etc.
- Avocado Store always give valuable tips on how you can improve your sustainable lifestyle.
- Interest in having the feeling of working to be more sustainable together.
- Interest in getting reminders of the time left to finish leasing.

THEME 4: Experience after leasing:

- Friends were positively surprised about leasing. Spoke with friends about the idea of leasing for kids, because they grow fast and clothes wear out fast.
- Considers sending back jeans when it's not wearable anymore. Would like to have the possibility to hand in to associated MUD Jeans retailer stores
- Supports reusable packaging, usable several times.
- Desire of a more passive relationship with other leasers, sometimes read their stories etc
- Advocated about leasing to friends & family and spoke about the quality & fit of the jeans.
- Also explained how you feel you need to take better care of the jeans because it is not yours in leasing, because you are still paying for it. Be good to your jeans. Leasing makes you think about the product more, longer relationship with brand & product.
- Conscious about the possible loss of transparency with the company becoming bigger.

THEME 5: Turning tables, interviewee asks questions to interviewer:

- Interest in getting to transparently know where the money of the price of a jeans goes to (10 euros go to X, 20 go to Y etc etc).
- Consumer values having a more human connection to the brand, knowing about the team is a buying argument.
- Interest in the overall level of sustainability of the brand, company culture (share stories of workers).
- Even after leasing, the interviewee would like to keep connection to MUD Jeans and receive reminders every year or every two years.
- Would be interested in knowing how the jeans wear out for other customers and is interested in leasing in-store.
- Suggests creating group leasing periods, the more people are part of it, the cheaper the leasing. Return them together after the leasing period. Fixed & growing communities can be formed.
- Considers flexible leasing periods might be a good idea.

Interviewee N°	3	Nationality	German	Residence (Country)	Germany
Age	18 - 24	Leaser Status	Has already completed a 12-month lease.		
Gender	Female	Shared with peers?	Yes she has & she managed to convince some of her peers.		
Keep / Swap?	Decided to change them for a new pair.				
Topic #1	Rated her leasing experience with a 6. Jeans didn't fit right and would have liked feeling more included and informed.				
Topic #2	Would like to Learn more about what happens with my jeans., Keep learning about circularity & sustainability., Share the story of my jeans with the MUD community.				

Table 11. Interviewee 3 insight overview.

THEME 1: Background information about the interviewee (lifestyle & routines).

- Passionate about vintage shopping & interest in getting to know where clothes come from, recycling, workers etc.
- The interviewee was not always into sustainability (started 4 years ago), but sustainability is translating to all parts of her life.

THEME 2: Start with the point of purchase - break the ice and set the stage for the rest of the interview:

- Stumbled across MUD Jeans through a blog post
- Never heard of it before, enjoys "supporting a company doing great things while it is affordable".
- Values sustainability over quality, focused on investing on a brand that did good
- The interviewee is very enthusiastic about RePack packaging.
- The interviewee shows desire for exchanging a pair of jeans for another one that may have already been used, but it wasn't possible.
- Before deciding to lease, the interviewee would have liked receiving more information about what happens with the jeans after the lease.
- "So the concept of after 12 months, this product is yours wasn't really into my mind."

THEME 3: Experience during leasing:

- Desire to feel more included, more informed & better communication during leasing. Desire to work closer with MUD Jeans, talk with the company, share ideas, play games.
- Through leasing you commit to a long-term relationship with MUD Jeans, why not make it fun & interactive?
- Would like to receive an email every two-three months to check on the leaser, see how it's going with jeans, share what we're currently doing, inform about new projects etc.
- Easier access in account to send back jeans, have a button or something to fill in information & then it's done.

THEME 4: Experience after leasing:

- Told her best friend & he checked the website & everything, then decided to lease a jeans himself.
- Very supportive of the idea of MUD Jeans partnering with other companies working towards the same goal like Sea Shepherd & RePack
- Experience of wearing jeans gets better with time.
- Desire to share experience with other leasers on a forum with some questions regarding how it has been for you, what things you have experienced with the jeans (brought to special occasions? how many times wearing it?) etc.
- Would like to share the more personal side of your experience with the jeans
- When sharing her experience with friends and family, the interviewee focused on sharing the sustainable & circular side of the company, not that much the leasing part
- Message about leasing ending was received too late, payment had already stopped.
- Would like to receive a check up one month before leasing ends, explaining the different options available (what do you wish to do?).

Interviewee N°	4	Nationality	German	Residence (Country)	Germany
Age	18 - 24	Leaser Status	Currently doing her first lease.		
Gender	Non-binary	Shared with peers?	Yes she has.		
Keep / Swap?	Would like to keep her jeans. Would like to change to a new pair once in need of a repair.				
Topic #1	Rated her leasing experience with a 9, but has no overview over the leasing payments.				
Topic #2	Would like to learn more about what happens with my jeans., get another jeans.				
Topic #3	Would like MUD Jeans to offer a more genderless line.				

Table 12. Interviewee 4 insight overview.

THEME 1: Background information about the interviewee (lifestyle & routines).

- Still being a student, leasing offers an affordable way of supporting sustainable clothing.
- The interviewee grew up with consciousness about where things come from, really thinking about what one actually really needs.
- Recently got interested in circular fashion and in MUD Jeans' leasing concept.

THEME 2: Start with the point of purchase - break the ice and set the stage for the rest of the interview:

- The interviewee liked the jeans' models, they fit her style. Not really into fashion or anything.
- The interviewee breaks her jeans quite often, leasing systems fits her lifestyle. The service of constant jeans supply is fitting for the customer.
- Leasing information was kind of hidden in the website, on the home page you first see buying jeans.
- "if you have models that you have for both men & women, you could put those in a unisex folder". Haven't found a brand that sells unisex jeans yet, maybe USP (unique selling point).

THEME 3: Experience during leasing:

- Getting idea of jeans fit online is quite challenging, maybe find a new way to make it easier to understand fit.
- The interviewee has no clear overview of months left / monthly cost.
- The interviewee didn't like the idea of paying for jeans during the summer months while not being able to use them.
- Regarding sending back her jeans, the interviewee says: "As long as I can wear it, I want to keep it. I see no point in sending it back and get a new one."

THEME 4: Experience after leasing:

- "I told quite a lot of people about this."
- "I don't really feel like I'm spending a lot of money. I have a functional jeans & if it breaks, I have a way of getting a new one or getting it repaired".

THEME 5: Turning tables, interviewee asks questions to interviewer:

- The interviewee has interest in understanding what happens with jeans afterwards, how can we reuse it?.
- The interviewee enjoyed the free shipping, was also able to send the jeans that didn't fit back for free & get the new one. Really like to be living in the free shipping zone.

Interviewee N°	5	Nationality	Dutch	Residence (Country)	Netherlands
Age	25 - 34	Leaser Status	Has already completed a 12-month lease.		
Gender	Female	Shared with peers?	Yes she has, but no one felt encouraged to lease.		
Keep / Swap?	Decided to keep & love her jeans.				
Topic #1	Rated her leasing experience with an 8. Would have liked to have the option to change the jeans at least once in the leasing period.				
Topic #2	Would like to learn more about what happens with her jeans.				

Table 13. Interviewee 5 insight overview.

THEME 1: Background information about the interviewee (lifestyle & routines).

- Got into sustainable fashion & circular design when her daughter was born, she was a little allergic. Looking for natural products.

THEME 2: Start with the point of purchase - break the ice and set the stage for the rest of the interview:

- Leased her first jeans in 2016 or 2017. Still has her first pair, repaired it a couple of times herself.
- "It was my favourite jeans, it fitted so well that I just wanted to buy more."

- "Sustainable fashion is pricey. With leasing you pay every month and it doesn't weight so heavy on budget."
- "what I really like as well as that I can send my jeans back and get a discount"
- The interviewee was confused about how long the leasing was & what the possibilities were once the leasing had finished.

THEME 3: Experience during leasing:

- "I have a MUD Jeans & I don't fit in anymore, but I'm still paying for it. I can send my jeans to repair it. That's a possibility. But what if the jeans don't fit anymore? What do I do?". It would be nice to be able to change the jeans once throughout the leasing period.
- Considers leasing as "investing a little at a time in a beautiful product or a monthly investment in a beautiful jeans".
- Remembers yellow colour of packaging to send back, liked the idea of reusing the bags to create less waste.

THEME 4: Experience after leasing:

- The interviewee would like to see videos of factories or processes. "It might be nice & clearer. There is an explanation but, how does it really work? what do they do?"
- "I always get comments on my jeans when I wear them, so I keep telling people."
- When being asked, the interviewee normally says that it's circular, that you can send jeans back & they make new jeans out of it. That it is sustainable.

Interviewee N°	6	Nationality	Dutch	Residence (Country)	Netherlands
Age	55 - 64	Leaser Status	Has already completed a 12-month lease.		
Gender	Male	Shared with peers?	Yes he has, but no one felt encouraged to lease.		
Keep / Swap?	Decided to change them for a new pair. Jeans got worn out very fast.				
Topic #1	Rated his leasing experience with a 3. Within 11 months one of the two jeans could not be used anymore with a big hole on the knee. No replacement guarantee available in leasing period.				
Topic #2	Would like to share the story of his jeans with the MUD community.				

Table 14. Interviewee 6 insight overview.

THEME 1: Background information about the interviewee (lifestyle & routines).

- Works on energy transition & circular economy, believes in the concept of circular economy.

THEME 2: Start with the point of purchase - break the ice and set the stage for the rest of the interview:

- " If you've leased a car, when it's broken down within the guaranteed period, you get a new one." Ge-

...tting 10€ to repair the jeans is not a lease, because I would have had a replacement jeans. It's more of a down payment.

- Started two lease last year, one of them ripped after 10 and a half months & the customer expected to get a replacement jeans (like with leasing a car) but didn't.
- Main driver to lease, the circular part of the jeans.
- "The quality is not the same in all jeans, it is not that good. Has it changed throughout the years?."
- The consumer connected the idea of having recycled yarns with the jeans breaking or tearing. He considers it logical, but considers that customers should be informed about that then.

THEME 3: Experience during leasing:

- Has a routine of washing jeans every week. Never experienced torn jeans without doing anything special. It was a surprise.
- Asked other people owning MUD Jeans & got confirmed that after a year, the jeans are not wearable anymore.
- Tried on jeans in-store, big disappointment he couldn't lease & support the local businesses.
- "If you get asked if you want to return it back, why don't you send the return thing immediately in the same package? You could include return instructions inside the same package you get delivered."

THEME 4: Experience after leasing:

- Some people that he knows own a MUD Jeans never heard about the leasing concept.
- "If I look at how the company is doing, I have no idea. It might be good information to explain how profit is going etc. in the ambassador programme."
- "After jeans broke, I stopped talking about MUD Jeans because I could only be negative. Within the 12 months, I expect a service (repair or change) when the jeans are torn. I paid for something that I couldn't use anymore."
- "I could have taken the 10€, repaired the jeans & used them at home or as a work jeans (gardening etc.)"

THEME 5: Turning tables, interviewee asks questions to interviewer:

- The interviewee would like to know "How many torn trousers are sent within 12 months?"

Interviewee N°	7	Nationality	Dutch	Residence (Country)	Netherlands
Age	35 - 44	Leaser Status	Currently doing her first lease.		
Gender	Female	Shared with peers?	Yes she has.		
Keep / Swap?	Would like to change them for a new pair.				
Topic #1	Rated her leasing experience with a 7. Would like to have more leasing flexibility.				
Topic #2	Would like to become part of a loyalty programme & meet other leasers., Keep learning about circularity & sustainability., Learn more about what happens with my jeans.				

Table 15. Interviewee 7 insight overview.

THEME 1: Background information about the interviewee (lifestyle & routines).

- "For me personally, conscious clothing has been important since I was a teenager."
- The interviewee values companies that produce sustainably & close to the Netherlands.

THEME 2: Start with the point of purchase - break the ice and set the stage for the rest of the interview:

- What the interviewee liked the most is "The fact that I know exactly the amount of money I'm paying to wear jeans. When you buy jeans, you never know how long they last. With leasing, I just pay the same amount every month, and I have jeans on my ass."
- "I think we should not own things. With leasing, you know what you got. The material side, that is their problem."
- "Looked at the leasing concept for two months before I decided which jeans I was going to take".

THEME 3: Experience during leasing:

- "Last year I gained a little bit of weight, they are quite tight now & I would like to change them in between".
- "One of the "belt hangers" ripped, but I didn't want to send it back because of transportation costs."
- The interviewee mentioned a jeans leasing concept idea for kids.
- The interviewee is at the end of the leasing year and it is not very clear how it works.
- For easily digesting information, a nice simple drawing or movie might be handy.
- Lack of clear understanding of services during leasing (when jeans rips, will I get a new one sent? Do I have to wait an entire year? etc).
- Confusion with paying or not paying the initial fee when purchasing a second pair of jeans. Ended up paying again (there should be a system that warns / informs users about that).

THEME 4: Experience after leasing:

- "For me it's difficult to actually explain to other people why I leased jeans. It's difficult for people that are not so much into sustainability to understand the rationale behind it."
- The interviewee suggests binding customers better to the company with little presents / offers (early access to new jeans, first ones to be able to try jeans etc.).
- "As an ambassador I would like to not only wear the jeans but also think WITH the company, so MUD Jeans can grow in the direction the customers think."
- The interviewee suggests leasing second hand jeans as "worker pants" (working in the garden etc.). Would be easier to give second hand a leasing contract & also cheaper.
- The interviewee would like to have the possibility to change jeans once a year. "Wasn't wearing jeans all summer, would have loved to wear a skirt or shorts".
- "I would love MUD Jeans to promise me to have a pair of jeans the whole year round for every occasion. You get a whole system to solve all your worries. Pay 30-40 euros per month, swap once a year & never think about jeans anymore"
- Shared & managed to convince. Many people say it is a nice pair of jeans, then I tell them about the leasing system.

Interviewee N°	8	Nationality	Columbian	Residence (Country)	Czech Republic
Age	35 - 44	Leaser Status	Currently doing his first lease.		
Gender	Male	Shared with peers?	Yes he has.		
Keep / Swap?	Doesn't know yet...				
Topic #1	Rated his leasing experience with a 10, but would like more models of colours and styles.				
Topic #2	Would like to keep learning about circularity & sustainability., Learn more about what happens with my jeans., Become part of a loyalty programme & meet other leasers., Share the story of my jeans with MUD community.				
Topic #3	Got introduced to leasing through ING Bank points.				

Table 16. Interviewee 8 insight overview.

THEME 1: Background information about the interviewee (lifestyle & routines).

- Influenced by close family members to become more sustainable & aware of the environment.

THEME 2: Start with the point of purchase - break the ice and set the stage for the rest of the interview:

- "Heard of MUD Jeans through ING Bank points". Customer already knew about MUD Jeans & the discount with the ING points was the "selling point". Not the initial driver but helped in making the decision.
- Found MUD Jeans searching for organic denim, sick of all of the big jeans brands.
- The interviewee really likes the idea of paying a monthly fee and having a more flexible relationship with the product (keep, send back, change etc.).
- Delivery to Czech Republic made the customer doubt about leasing. Very expensive delivery. His experience with shipping from other countries like the UK much cheaper.

THEME 3: Experience during leasing:

- The interviewee would like to get more information shared from MUD Jeans.

THEME 4: Experience after leasing:

- "I like videos. I enjoy learning about things and seeing processes, also what happens with jeans after sending them back."
- "Would love to know what happens with jeans once sent back. How's that different from making new jeans? Like what? In? What's the percentage of water that you're using less? And how many chemicals? What is the impact of you guys recycling, recycling these jeans? And how am I being a better person and, or environment? Because I'm because I'm leasing these things? Are we really making a change?"
- Word-of-mouth, shared leasing with friends. People our customers share their experience leasing with are generally quite interested in the concept & how it works.
- "Colours seem a little synthetic, maybe more casual ones might be nice".

Interviewee N°	9	Nationality	United States	Residence (Country)	Germany
Age	25 - 34	Leaser Status	Currently doing her first lease.		
Gender	Female	Shared with peers?	Yes she has.		
Keep / Swap?	Doesn't know yet...				
Topic #1	Rated her leasing experience with an 8. Her size has fluctuated throughout the year and would have liked having the option to change her jeans during the lease.				
Topic #2	Would like to become part of a loyalty programme & meet other leasers., Keep learning about circularity & sustainability., Learn more about what happens with my jeans.				
Topic #3	Would like more flexibility in the sizing. Maybe have the option to change the jeans once a year.				

Table 17. Interviewee 9 insight overview.

THEME 1: Background information about the interviewee (lifestyle & routines).

- The interviewee's interest in circular fashion started when she moved to Europe.
- "Mindfulness about where I buy money, I can vote with my money."

THEME 2: Start with the point of purchase - break the ice and set the stage for the rest of the interview:

- The interviewee leased one pair & then leased a couple others a few months after.
- The interviewee focused on the sustainable side of the brand and considered it to be at the same price point than other of the sustainable competitors.
- "Leasing is not more expensive than buying."
- A big driver for the interviewee to go for MUD Jeans' Lease A Jeans option, was the concept of having a repair system.
- Another big driver for the interviewee was the possibility to send back jeans if they didn't fit (free return label).
- "I kind of wish it was like, just more well known. I had to dig a little bit until MUD Jeans came up."

THEME 3: Experience during leasing:

- "After a few months, my jeans didn't fit anymore, but kept paying for them without using them. It would be nice, as you're still paying for the service, to return them once in leasing time (size up or down). I know people who have winter pants and summer pants, weight just fluctuates, you know?"
- "what if you gain weight or lose weight? Or like, what do you do? Do you just keep those jeans that you still have to pay for?."
- "I have no idea when I leased my last pair of MUD Jeans."
- "To feel a little bit more involved in the process would be kind of cool. I don't really understand what happens with jeans once sent back.
- "I would like to have a newsletter, but not so often, maybe just once a month with the updates, maybe like, what steps are being taken to sustainability or if anything new is happening."

THEME 4: Experience after leasing:

- "I told friends about it. Mostly explain the sustainability part."
- "you can always count on MUD Jeans, if you somehow rip them or damage them, that you won't get stuck for that year."
- "The material will go to someone else."

THEME 5: Turning tables, interviewee asks questions to interviewer:

- "Where is everything done?" The interviewee has interest in getting to know more of the behind the scenes of MUD Jeans' production.
- "I would like to know what happens when I give my jeans back? They get sent to this place near Amsterdam?"
- "I would like to know how MUD Jeans benefit from sending back jeans too, like how much do you economically reduce in spendings etc."
- "I have never heard of the vintage collection."
- "How many people are part of the MUD Jeans community?"

Interviewee N°	10	Nationality	Dutch	Residence (Country)	Netherlands
Age	35 - 44	Leaser Status	Has already completed a 12-month lease.		
Gender	Female	Shared with peers?	Yes she has, but no one felt encouraged to lease.		
Keep / Swap?	Decided to keep & love her jeans.				
Topic #1	Rated her leasing experience with a 10. Had nothing extra to add.				
Topic #2	Would like to keep learning about circularity & sustainability., Learn more about what happens with my jeans., Become part of a loyalty programme & meet other leasers.				
Topic #3	Discovered MUD Jeans through ASN Bank newsletter.				
Topic #4	Recently joined MUD Jeans' Ambassador Programme and likes it.				

Table 18. Interviewee 10 insight overview.

THEME 1: Background information about the interviewee (lifestyle & routines).

- The interviewee is into sustainability & sustainable fashion for 4 or 5 years now.
- Learned about MUD Jeans through ASN bank newsletter, they included information about how to achieve a sustainable lifestyle.
- When asked about the interest in sustainability, the interviewee said "it's basically a bit of a combination of just trying to be a bit more green and yeah, leaving a world that's a bit better."

THEME 2: Start with the point of purchase - break the ice and set the stage for the rest of the interview:

- "I wasn't really aware of the concept of circular fashion."
- "I'm not really a fashionista or anything. I just buy clothes, because I need to put them on every day."

- "I don't have a lot of time so I don't have a lot of time to research the internet about how I can do things best. I like the idea of having simple guidelines."
- "My problem is that I would like to be greener. But it normally costs a lot of money."
- "The leasing programme made it easier for me to get involved."

THEME 3: Experience during leasing:

- The interviewee checked the QR code in jeans & got connected to the Ambassador Programme. She thinks "it is very accessible, it has a lot of assignments". "If you want to have that connection with MUD jeans, you can have it through the Ambassador programme."
- "I think the website is very clear."
- "I thought it would be nice if you could maybe try on your MUD jeans or a skirt or whatever, just to see what the fit is."
- The interviewee has no clear idea that we also sell in shops and showed interest in the idea of leasing in-store.

THEME 4: Experience after leasing:

- I would like to better understand what happens with jeans once returned & how they make them into new jeans.
- "It would be nice to hear from the workers, what MUD Jeans has done to their life, if it has improved, made a difference?"
- "It would be nice to have a video with the story of their jeans."
- "I showed the jeans to people & explained how the leasing programme goes."
- "Many people are interested in the circular concept, but maybe would like to pay up front."

Interviewee N°	11	Nationality	Dutch	Residence (Country)	Netherlands
Age	35 - 44	Leaser Status	Has already completed a 12-month lease.		
Gender	Female	Shared with peers?	Yes she has & managed to convince some of her peers.		
Keep / Swap?	Decided to keep & love her jeans. She has 3 pairs of jeans and they never wear out.				
Topic #1	Rated her leasing experience with an 8. She didn't enjoy customer service.				
Topic #2	Would like to become part of a loyalty programme & meet other leasers., Keep learning about circularity & sustainability.				
Topic #3	Not all sizes are in stock and the models are a bit outdated.				

Table 19. Interviewee 11 insight overview.

THEME 1: Background information about the interviewee (lifestyle & routines).

- The interviewee studied fashion, but found it stupid to produce so many clothes all the time. She likes the same clothes she liked 20 years ago.
- "I love wearing my clothes & loving them."
- "I am currently using a washing machine as a service as well."

THEME 2: Start with the point of purchase - break the ice and set the stage for the rest of the interview:

- Learned about MUD Jeans through Textilia newspaper.
- "MUD Jeans' customer service wasn't good a few years ago, it was slow & a not friendly service".
- The interviewee really liked the cardigans MUD Jeans had, recycled fibres, really comfy.

THEME 3: Experience during leasing:

- "Not having some jeans in stock was annoying. A lot of the jeans in smaller sizes are never in stock."
- "The customer service was so unfriendly that I decided not to lease anymore."
- Some of the jeans are really small or fit weird.
- The interviewee really likes the bike couriers.
- The interviewee really wants to send back her jeans, "throwing them away goes against all policies".

THEME 4: Experience after leasing:

- The interviewee would like MUD Jeans' Lease A Jeans service to be more well known. "I think they should also do more in telling people about it. Because if I tell people, they look at me like I'm crazy."
- The interviewee would like to see more of the process afterwards.
- The interviewee managed to convince some friends, so word of mouth worked. They always saw her wear her in MUD Jeans.
- "MUD Jeans get better with age. MUD Jeans are connected to my life, I have known them for so long..."

THEME 5: Turning tables, interviewee asks questions to interviewer:

- The interviewee really enjoyed having a conversation & share her opinion.
- The interviewee would like to have more creative tasks for customers in Ambassador Programme.
- "MUD Jeans models are always the same, the pictures never change. Include fresh looks. Pictures in website have been the same forever."
- " I think they should have more models like, a little bit bigger. Most of the people are also bigger you know"

Interviewee N°	12 & 13	Nationality	British	Residence (Country)	UK
Age	25 - 34	Leaser Status	Have already completed a 12-month lease.		
Gender	F & M	Shared with peers?	Yes they have, but no one felt encouraged to lease.		
Keep / Swap?	Decided to keep & love their jeans.				
Topic #1	Rated her leasing experience with a 10, but mentions not having an online account to see her progress / what she still owes. Also had problems with the fit.				
Topic #2	Would like to become part of a loyalty programme & meet other leasers.				

Table 20. Interviewee 12 & 13 insight overview.

THEME 1: Background information about the interviewee (lifestyle & routines).

- "The environment is very important to me."
- "I hadn't really heard of circular fashion until I found out about MUD jeans."
- The economic concept of leasing is interesting.

THEME 2: Start with the point of purchase - break the ice and set the stage for the rest of the interview:

- "Got a pair of jeans a few months after my first jeans".
- " I really like to buy things that are innovative and new and interesting."
- "I like the fact that they're so transparent about their factories and about how the jeans are made and welfare of people"
- "The big selling point is the innovation and the ethics of the company."
- "The repair service is a big selling point as well. I would definitely buy more jeans, if there was a five year warranty, or they extended the repair service for more than the duration of lease."

THEME 3: Experience during leasing:

- In the website personal account, no information about progress in leasing. "I had two pairs of jeans on lease. At the same time. I just completely forgot how long ago I'd got them, and how long I've been leasing them for how long I had left."
- "It would have been really easy if I could just go online and have a record of what I've paid."
- "In the website personal account, there is no information about how much payment to make is left. Also, I changed my card & the payments messed up".
- "Oh my jeans ripped off constantly." The interviewee enjoyed the service of repairing the jeans locally while getting reimbursed with the cost of the repair.
- The interviewees weren't aware of the existence of repair service only available during lease, not a "repairs for life". Couldn't see it anywhere in website.

THEME 4: Experience after leasing:

- The leasing concept is a conversation starter. "when people say, I like your jeans, I say thanks, I, I leased them, or they're not mine."
- "It is sometimes quite hard to understand the concept of leasing. Sometimes it can seem a bit misleading when it says: we own the raw materials, didn't know what that meant."
- The interviewees would like to have a video or infographic explaining the different paths in leasing / how it works.
- The interviewees have the desire to send back her jeans once they are not repairable anymore.
- The interviewees suggests including discounts & special incentives (early access to jeans) as it would be a good draw for loyal subscribers.
- The interviewees would like people share in newsletter or podcast how jeans wear out / how they fit / how to style them
- The interviewees would like to have a "better fitting guide to introduce measures and get info."

THEME 5: Turning tables, interviewee asks questions to interviewer:

- "I would love to see a larger range of clothes I can guarantee are made and ethically and good for the environment."
- The interviewee shows interest in office clothing, more formal jeans, not only casual clothing.

Interviewee N°	14	Nationality	Dutch	Residence (Country)	Netherlands
Age	35-44	Leaser Status	Currently doing his first lease.		
Gender	Male	Shared with peers?	Yes he has.		
Keep / Swap?	Doesn't know yet...				
Topic #1	Rated his leasing experience with a 5. After a couple of months small threads started popping out in several places.				
Topic #2	Would like to keep learning about circularity & sustainability., Learn more about what happens with my jeans., Know about improvements to your production process.				

Table 21. Interviewee 14 insight overview.

THEME 1: Background information about the interviewee (lifestyle & routines).

- Girlfriend got him into circular fashion & sustainability around three years ago.
- "Trying to keep my footprint as small as possible in day to day life."
- "The solution for sustainability is into the economic world (reselling, reusing, recycling)."

THEME 2: Start with the point of purchase - break the ice and set the stage for the rest of the interview:

- The interviewee read about MUD Jeans in a blog post.
- The interviewee was drawn by the brand's ideology & curious about the quality.
- "I wanted to go towards less clothes, more sustainable, fairer & more honest."
- "I was in doubt about the size, I think that maybe that's something that could have been more clear."
- Ideology & quality are the most important things in a jeans brand for the interviewee.

THEME 3: Experience during leasing:

- "After a couple of weeks, small threads starting to pop are in several places. It's been degrading ever since. I'm really in doubt with the quality. I'm hoping they improve the process, that would really help in making decisions for the next pair."
- "Didn't contact MUD Jeans about my problem, I'm a little bit lazy in that part. It would have helped if they sent me an email asking: how do you like your pair? I would be triggered then."
- The interviewee desires of faster & smooth communication. He didn't feel like contacting MUD Jeans about the problem because it was quite a long process for changing jeans.
- The interviewee desires to feel "part of it".

- Before the leasing period ends, the interviewee would like to get in contact with MUD Jeans again to get the different options available explained.

THEME 4: Experience after leasing:

- "I would like to keep in contact with MUD Jeans via email, it makes it more personal, like I'm part of this. I like reading stuff."
- The interviewee's bad experience with the jeans quality didn't motivate any of his friends to try leasing.

THEME 5: Turning tables, interviewee asks questions to interviewer:

- The interviewee had interest in reading the thesis once it was done.

Interviewee N°	15	Nationality	Dutch	Residence (Country)	Netherlands
Age	25 - 34	Leaser Status	Has already completed a 12-month lease.		
Gender	Male	Shared with peers?	Yes he has, but no one felt encouraged to lease.		
Keep / Swap?	Decided to keep & love his jeans.				
Topic #1	Rated his leasing experience with an 8. "It is not really about leasing, it is just paying off your jeans. There is no 'after sales'. No repairs, no help on how to keep your jeans alive."				
Topic #2	Would like to keep learning about circularity & sustainability., Become part of a loyalty programme & meet other leasers.				

Table 22. Interviewee 15 insight overview.

THEME 1: Background information about the interviewee (lifestyle & routines).

- "I believe that we need to change something in our consumption behavior. I also believe that we need to save the world for the next generations."
- "I purchase sustainable clothing because I want to support them."
- "I like to support green initiatives, especially if they're from the Netherlands."

THEME 2: Start with the point of purchase - break the ice and set the stage for the rest of the interview:

- "I remember that I was waiting for the package to be delivered. It was exciting."
- "I heard about MUD Jeans in a lecture & thought, let's try it out."
- "MUD Jeans fits my style & personality."
- "I think it is cooler to say that you leased rather than bought jeans."
- "I didn't really understand the leasing concept because it felt more like a pay off system, it's still my own jeans. Maybe next time I will just buy the jeans, because I don't really see the benefit of leasing."

THEME 3: Experience during leasing:

- The interviewee had trouble finding the right size of jeans. "The live chat wasn't really active on the website, so there was no one to ask for help for the size".
- "I would love to see how sustainable MUD Jeans is exactly, also compared to other brands. Just with simple numbers (like 80% more sustainable? what is it)."
- The interviewee would like to have a check up in a couple of months to ask how your jeans are doing, if anything is broken etc & to make sure the jeans stay alive for as long as possible.
- "Having check-ups during lease really gives me the feeling the jeans are still owned by MUD Jeans and not by me."
- The interviewee's logo stamp in the jeans fades away, desire to re-stamp as part of the repair service in leasing.
- The interviewee is interested in having flexible payment to get functional jeans - pay less during more time or have a higher starting fee to then pay less per month. If it's broken, get it repaired or changed.
- The interviewee would like to receive information regarding washing tips, what temperature, detergent etc. to keep the jeans alive for as long as possible. Also, the option to get help and repair it himself.
- The interviewee asks "is there any possibility to change jeans if your size changes throughout the lease?".
- "My jeans are getting old quite soon already because I've been wearing it a lot". Customer would love to have a solution for pocket problem.

THEME 4: Experience after leasing:

- The interviewee would like to receive a monthly/every two month email with short video or a couple of stories.
- Based on the interviewee's experience, the sustainable report is not a functional format for consumers. He suggests reducing the format to a couple simple infographics.
- When sharing leasing with his peers, the interviewee says it is a "dutch company supporting the idea of every consumer keeping their jeans as long as possible, without generating waste (recycling)."
- "What is the meaning of leasing? Many friends don't think leasing story makes sense."
- "I didn't have the right information about how sustainable MUD Jeans is to start a discussion."

THEME 5: Turning tables, interviewee asks questions to interviewer:

- The interviewee asks about where he can buy MUD Jeans in the Netherlands (physical stores).
- The interviewee asked about MUD Jeans having partnerships with big fashion retail companies like Bijenkorp in The Netherlands.

Interviewee N°	16	Nationality	Dutch	Residence (Country)	Netherlands
Age	18 - 24	Leaser Status	Currently doing her first lease.		
Gender	Female	Shared with peers?	Yes she has.		
Keep / Swap?	Would like to keep her jeans.				
Topic #1	Rated her leasing experience with a 10, but wasn't happy with the idea of only having one free return. It was complicated to find the right fit at first.				
Topic #2	Would like to become part of a loyalty programme & meet other leasers., Learn more about what happens with my jeans.				

Table 23. Interviewee 16 insight overview.

THEME 1: Background information about the interviewee (lifestyle & routines).

- "I'm very curious about the circular concept & how we can achieve that in fashion."
- "I got influenced by meeting alternative people with a broader perspective."

THEME 2: Start with the point of purchase - break the ice and set the stage for the rest of the interview:

- The interviewee found out about MUD Jeans through a famous Dutch blogger that talked about sustainable brands.
- A big selling point for the interviewee is the idea that jeans get cheaper with leases.
- "First, I thought that if I would lease jeans, I would have to send it back after a year. So that wasn't clear."
- "For me it's a little bit the same if I buy or lease jeans."
- "I think the quality is really good. Even better than Levi's."
- The interviewee joined the Ambassador Programme because she wanted vintage jeans. She was confused about how the vintage collection works.

THEME 3: Experience during leasing:

- "The service only offers one free return, so it was difficult for me to know which jeans I like, because there are no stores close by."
- "I don't like online shopping. I prefer to go to a store."
- "I think many stores selling MUD Jeans are focused on older people, wouldn't normally go to those."

THEME 4: Experience after leasing:

- "I will send jeans back once it break, but if I can wear it or make somebody else happy with it, I will keep it."
- "I promote MUD Jeans a lot. Friends like my jeans & that's many times the conversation starter."

Interviewee N°	17	Nationality	Dutch	Residence (Country)	Netherlands
Age	25 - 34	Leaser Status	Has already completed a 12-month lease.		
Gender	Female	Shared with peers?	Yes she has & managed to convince some of her peers.		
Keep / Swap?	Decided to change them for a new pair. The jeans got too big because she lost some weight.				
Topic #1	Rated her leasing experience with an 8. She did not hear anything at the end of the lease.				
Topic #2	Would like to learn more about what happens with my jeans.				

Table 24. Interviewee 17 insight overview.

THEME 1: Background information about the interviewee (lifestyle & routines).

- "I really wanted to do something good for people, the world & the environment."
- The interviewee got influenced by her husband to question more what we are doing with our planet.
- The interviewee is trying to be zero waste overall in life (groceries, then shampoo, clothing etc.).

THEME 2: Start with the point of purchase - break the ice and set the stage for the rest of the interview:

- "A colleague that went to a MUD Jeans talk introduced me to it."
- The interviewee mentioned the concept of using leasing for children, as a way of changing & not throwing jeans away.
- The interviewee's strongest reasons to lease were the concept & the fact that you can return old jeans. The interviewee liked MUD Jeans' broad view in also accepting other brands' old jeans to recycle.
- "I think it's better if you just borrow stuff or lease it and and take good care of it & then give it back to the brand."
- "It took me some time to buy or lease jeans because in my city there's not a store where I could fit it."
- " I thought if I lease it, I have to keep it for a year. And then if the fit is not right, I cannot return it and try another size."
- The interviewee would like to lease in-store.

THEME 3: Experience during leasing:

- The interviewee doesn't support the idea of constantly changing jeans, but would have appreciated changing her jeans if they didn't fit well.
- Regarding the connection, the interviewee supports the idea of "making consumers feel at home leasing, making them feel welcomed & heard."
- "You got your jeans & your leasing period starts. But then, total silence, except for the normal newsletter."
- "I think it would be nice if after a week or two weeks you'll get an email or something like well, Do you like it? Is the fitting, right?"
- "It would be nice if you received an email from you're halfway there. Is your gene still perfect? Or is there a hole in it or something else we can help you with?"

- "And then it would be nice to have a notification like a month or a week before the period is over like? Well, the period is almost over. Now you have these options, you can keep the jeans, you can return it if you don't want it anymore, or the fitting isn't right."
- "When the period was almost over, it was unclear to me what the options were."
- " I think if they sent like three or four messages, that will be enough, more than enough. And it just would be nice."
- "I emailed MUD Jeans myself at the end, but it would be nicer if they sent the email."

THEME 4: Experience after leasing:

- The interviewee convinced a colleague at work also interested in sustainability & zero waste.
- People who the interviewee recommended the leasing service to were very happy with it afterwards.
- The interviewee mentioned leasing as follows: "You have to find the perfect one. You lease it for a year and you pay every month, so really look for one that you really like."

THEME 5: Turning tables, interviewee asks questions to interviewer:

- "Is MUD Jeans like trying to get new products? Or is it expanding? What are their plans?"
- "MUD Jeans sets an example for other brands."

Interviewee N°	18	Nationality	Dutch	Residence (Country)	Netherlands
Age	35 - 44	Leaser Status	Has already completed a 12-month lease.		
Gender	Male	Shared with peers?	Yes he has, but no one felt encouraged to lease.		
Keep / Swap?	Decided to keep & love his jeans.				
Topic #1	Rated his leasing experience with an 8. He has no overview over the leasing period and doesn't know when it ends.				
Topic #2	Would like to keep learning about circularity & sustainability.				

Table 25. Interviewee 18 insight overview.

THEME 1: Background information about the interviewee (lifestyle & routines).

- "For me, the real interest in sustainability started when I got kids. That really got me started thinking about the future of our planet."
- The interviewee's interest for the planet affects his personal & professional life.
- The interviewee doesn't know anyone else that leases.

THEME 2: Start with the point of purchase - break the ice and set the stage for the rest of the interview:

- The interviewee wore his first MUD Jeans into threats & then returned it to MUD Jeans.
- "I'm actually wearing a MUD Jeans right now."
- The interviewee's selling point was the idea of leasing, doesn't know of any other brands that offer leasing.
- "My size hasn't changed over the years."
- "Because of the Ambassador Programme I'm more into MUD Jeans & also willing to have this conversation. So you've got me involved. I made a presentation & used MUD Jeans as an example of how to adopt a sustainable lifestyle."

THEME 3: Experience during leasing:

- The interviewee wasn't notified at the end of the 12-month lease nor when payment was over. He would prefer to also be able to see how his leasing period is going (how much left) online, logging in account.
- The interviewee considers the return system to be easy, "I returned the jeans in the same package other jeans that didn't fit were returned".

THEME 4: Experience after leasing:

- "For me, it's far more efficient to read than to watch movies, or video"
- For the interviewee the leasing part is always the trigger to start talking about it. He then adds "I have started conversations with people wearing MUD Jeans too."

THEME 5: Turning tables, interviewee asks questions to interviewer:

- "And how big is the company?"
- "I still haven't checked local stores selling MUD Jeans."

Interviewee N°	19 & 20	Nationality	Dutch	Residence (Country)	Netherlands
Age	45 - 54	Leaser Status	Currently doing her first lease.		
Gender	M & F	Shared with peers?	Yes they have.		
Keep / Swap?	Doesn't know yet... Her weight fluctuates.				
Topic #1	Rated the leasing experience with a 10, but don't enjoy having to pay every month.				
Topic #2	Would like to have other clothes to lease.				

Table 26. Interviewee 19 & 20 insight overview.

THEME 1: Background information about the interviewee (lifestyle & routines).

- "I started being interested in MUD Jeans because of my husband, he is someone who wants to change things in his work."

THEME 2: Start with the point of purchase - break the ice and set the stage for the rest of the interview:

- "When I received my jeans by bike, it was great."
- "I liked the concept very much and I wanted to contribute to less pollution."
- "The jeans I tried in-store didn't fit the same way than the one I bought online (different colour, different material)."
- The interviewees show interest in drop-off locations in stores etc instead of always having to send everything per mail.
- "When I lease, I'm more aware of the fact that clothing is not free. There's a pair in my closet that I know I'm paying for every month."
- The interviewees consider the most important part to be able to lease in-store.

THEME 3: Experience during leasing:

- The interviewees assumed they could change the jeans while leasing.
- Due to medical reasons, the interviewee has a different size in winter & summer time. A half-term contract would be highly appreciated / a contract that lasts two instead of one year. He then adds "same as winter & summer tires, you own both but don't use both all year round".
- Regarding the new website, both mention that "the old website was easy to access, new website is quite different."
- "I paid 7 euros to send the old jeans back & got 10 euros for it, did I miss the part of sending for free?". The interviewee is confused about how the sending back process works.
- The interviewees like a connection to the brand & the product more than notification about payment.

THEME 4: Experience after leasing:

- When they share their experience, they say that "it's a brand that is good for nature, good for the environment that has the possibility to lease your jeans. Nothing goes to waste, good manufacturing & workers are treated well."
- The interviewees shared MUD Jeans in LinkedIn.

THEME 5: Turning tables, interviewee asks questions to interviewer:

- "It might be nice to have jumpers, Jackets or other clothing to lease. It's more so you can lease the whole picture. Not only the jeans."

Interviewee N°	21	Nationality	Dutch	Residence (Country)	Netherlands
Age	25 - 34	Leaser Status	Currently doing her first lease.		
Gender	Female	Shared with peers?	Yes she has.		
Keep / Swap?	Doesn't know yet...				
Topic #1	Rated her leasing experience with a 6. She would like to have more product flexibility during the lease like in a clothing library.				
Topic #2	Likes the idea of sending back jeans and have them fully recycled.				

Table 27. Interviewee 21 insight overview.

THEME 1: Background information about the interviewee (lifestyle & routines).

- "I've always been into sustainability, so I'm trying to do as well as I can individually."
- "I've been into sustainable & vintage fashion since I was a student."
- "The fashion library in Amsterdam (LENA) really changed my views of fashion."

THEME 2: Start with the point of purchase - break the ice and set the stage for the rest of the interview:

- "I really like this idea of the ownership staying with the producer and the possibility of the product being reused or recycled."

THEME 3: Experience during leasing:

- "I don't like the idea that I can't change my jeans during the leasing period. I prefer Fashion Library Amsterdam. The experience of borrowing is a lot more pleasurable for me. It feels like I have this big closet of clothes that I share with a big group of people."
- "Maybe there's a sort of a group of people like me that wouldn't mind kind of owning the pants together, you know, I can wear them for a while, and then maybe someone else can wear them for a while."
- The interviewee wasn't really happy with the colour of the jeans and suggests receiving samples of the fabric to know about them first.
- "After wearing leased jeans for let's say several months, it doesn't really feel kind of special anymore."
- The interviewee doesn't feel it is fair for the shops to try on jeans there & then order online and supports the idea of leasing in-store, "I think that would be a good idea."
- "I don't have many options during the leasing period. It's not really that much different than buying a pair of pants. You're paying off your pants in terms. I'm wondering whether I will lease it again, or just buy it next time."
- "I'm not sure about the exact advantages of leasing, although I like that the jeans can be repaired."
- The interviewee will be willing to pay extra for a more flexible service to have one or two jeans available throughout the leasing.

THEME 4: Experience after leasing:

- "I think leasing does something to your mindset."
- The interviewee shows interest in leasing vintage jeans.

THEME 5: Turning tables, interviewee asks questions to interviewer:

- "What percentage of customers are buying & what percentage are leasing?"
- "Do you have like one place where all the jeans come from and are sent?"
- "The way you use clothes is also very seasonal. I pay throughout the year for jeans that I am just using in winter." The interviewee would be willing to pay extra for a more flexible service to have one or two jeans available throughout the leasing.

Interviewee N°	22	Nationality	Dutch	Residence (Country)	Netherlands
Age	35 - 44	Leaser Status	Currently doing his first lease.		
Gender	Male	Shared with peers?	Yes he has, but no one felt encouraged to lease.		
Keep / Swap?	Would like to keep his jeans.				
Topic #1	Rated his leasing experience with a 7. Leasing multiple jeans was unclear.				
Topic #2	Would like to keep learning about circularity & sustainability., Become part of a loyalty programme & meet other leasers., Learn more about what happens with my jeans.				
Topic #3	"Website isn't fully clear; leasing multiple jeans isn't very easy (seems to be limited to 3 jeans), information is sometimes in hard to find on the website."				

Table 28. Interviewee 22 insight overview.

THEME 1: Background information about the interviewee (lifestyle & routines).

- "We as a company try to be as environmentally friendly as possible. We have been looking into the circular economy as well."
- "I got introduced to MUD Jeans by one of my colleagues."
- "I know the negative impact the fashion industry has on the environment."
- "I was happy to hear there was a company starting to implement the circular economy. I was intrigued."
- "I'm not big on fashion, I'm more pragmatic."

THEME 2: Start with the point of purchase - break the ice and set the stage for the rest of the interview:

- The interviewee has no clear idea when the leasing started.
- "I'm very happy with the quality."
- "I liked the leasing concept & the idea that clothes have value and you don't throw them away, as well as the emphasis on repairing or keeping it as long as possible."
- "I don't know of any other company that does similar things. So no, there was no nobody, nobody else that I considered."

THEME 3: Experience during leasing:

- "At the beginning, the only experience I had with leasing is with cars. So I was expecting it to go a bit like that as well. You have to return the car again. With MUD Jeans it was a little bit different, technically it's not a lease, it's like a pay-off or something like that. That was a bit surprising to me, it's not the purest form of leasing."
- "It's more of an extended pay-off of your jeans over 12 months with the added option that you can repair them, change them & keep them. It's technically not leasing."
- "The term creates a bit of an expectation that is in real life a little bit different. A little bit misleading. Make it clear that the leasing concept means that you want the jeans back in the end."
- "Keep it for a longer time. You repair it & recycle it, you keep it alive."
- "And then I realized that it's actually quite difficult to lease multiple jeans, you have to fit in a certain code. But finding that code on the website, I don't know if the new website is any better. But the old one was actually kind of faded away in some section of the website that you didn't really expect. Not necessarily linked to what I was looking for."
- "In the same box you have to fill in the code and you can only fill in one code at a time. Not very intuitive."
- "It would be good to get more information towards the end, also have a logging online where you can see what your current status is."
- "Once the jeans are worn out, or I can't use them anymore, then I will send them back. That was the goal."
- "I think I sent back five or six jeans with holes in them."

THEME 4: Experience after leasing:

- "I think you guys are an interesting company doing things a little bit differently. Sol would be interested in seeing what else you guys are doing, lease more stuff like sweaters etc."
- "I could see leasing in other clothing, but durable clothing. Like good quality sweaters & jackets."
- "I would probably share it from a more concept perspective. Highlighting the difference between just buying it and throwing it away over leasing and recycling or repairing it."
- "It's good what you're doing, but it would be great if more companies would do it as well."

Interviewee N°	23	Nationality	Dutch	Residence (Country)	Netherlands
Age	45 - 54	Leaser Status	Currently doing his first lease.		
Gender	Male	Shared with peers?	Yes he has.		
Keep / Swap?	Would like to change them for a new pair.				
Topic #1	Rated his leasing experience with a 8. He mentions not having an overview over the leasing period nor knowing when he would be able to change his jeans.				
Topic #2	The concept of leasing is exciting for the interviewee. He considers it fashionable to mention that he's leasing pants.				
Topic #3	Would like to be incentivised to share leasing and persuade others.				

Table 29. Interviewee 23 insight overview.

THEME 1: Background information about the interviewee (lifestyle & routines).

- The interviewee got in contact with MUD Jeans because his wife works at Groene Asphalt.

THEME 2: Start with the point of purchase - break the ice and set the stage for the rest of the interview:

- I really liked the idea of making a statement through leasing."
- "I heard from my wife that you could lease pants & I really liked the idea."
- "I could think of the idea of using more products as a service."
- "I went to a store selling MUD Jeans with horrible old man clothes"

THEME 3: Experience during leasing:

- " I don't have any overview of how far I am in leasing. It would be nice to have like, a place to go to to be able to see it."
- "It would be nice to have check-ups during leasing."
- "I saw in the summer that MUD Jeans had short pants. But they never said to me, hey, do you want to lease short pants as well?"
- "I thought that the technical working of the website was a bit laggy. The website could be more service minded, customer focused, more intuitive & easy to be helped."
- "I would like a good functioning website, with information of my leasing in my account & to receive notifications when models are back in stock or when we have new models."
- "There was no good stock information. It could be easily solved by informing by mail."
- "I didn't have enough information about how to change my jeans and how many months I had left. I was under the impression that someone picks it up at home and changes it."

THEME 4: Experience after leasing:

- " So in my job I speak to people and say I lease my pants. And they are like, what?"
- "I said several times that I wear leased pants. People are then interested and ask: what do you mean lease?"
- "I would love to be able to share it with family and friends. To share that you can lease jeans and how you can do that."
- The interviewee suggests offering the option of giving discounts as presents to people. Proactively give economical incentives for other people to get them hooked up too. "I'm going to give you \$25 of the cost of your pants, like a birthday present. Then the price per month is reduced. You have a new client that you can upsell now. Giving away discounts doesn't cost you any money, only if they sign up & lease they get the 25€ discount. You get a new client for just 25€."
- "For me leasing means not owning it, being able to repair it. If it's broken you can change it, that's my understanding. After 12 months you can keep or change it. It's much more flexible than buying jeans."
- The interviewee would enjoy a personal account with some treatment & more guidance.
- "I would like to have a system that, when I lease my second jeans, it automatically selects my size based on my previous purchase. To only say, okay, give me a blue one now. Just raise the amount in my account & receive a second pant."

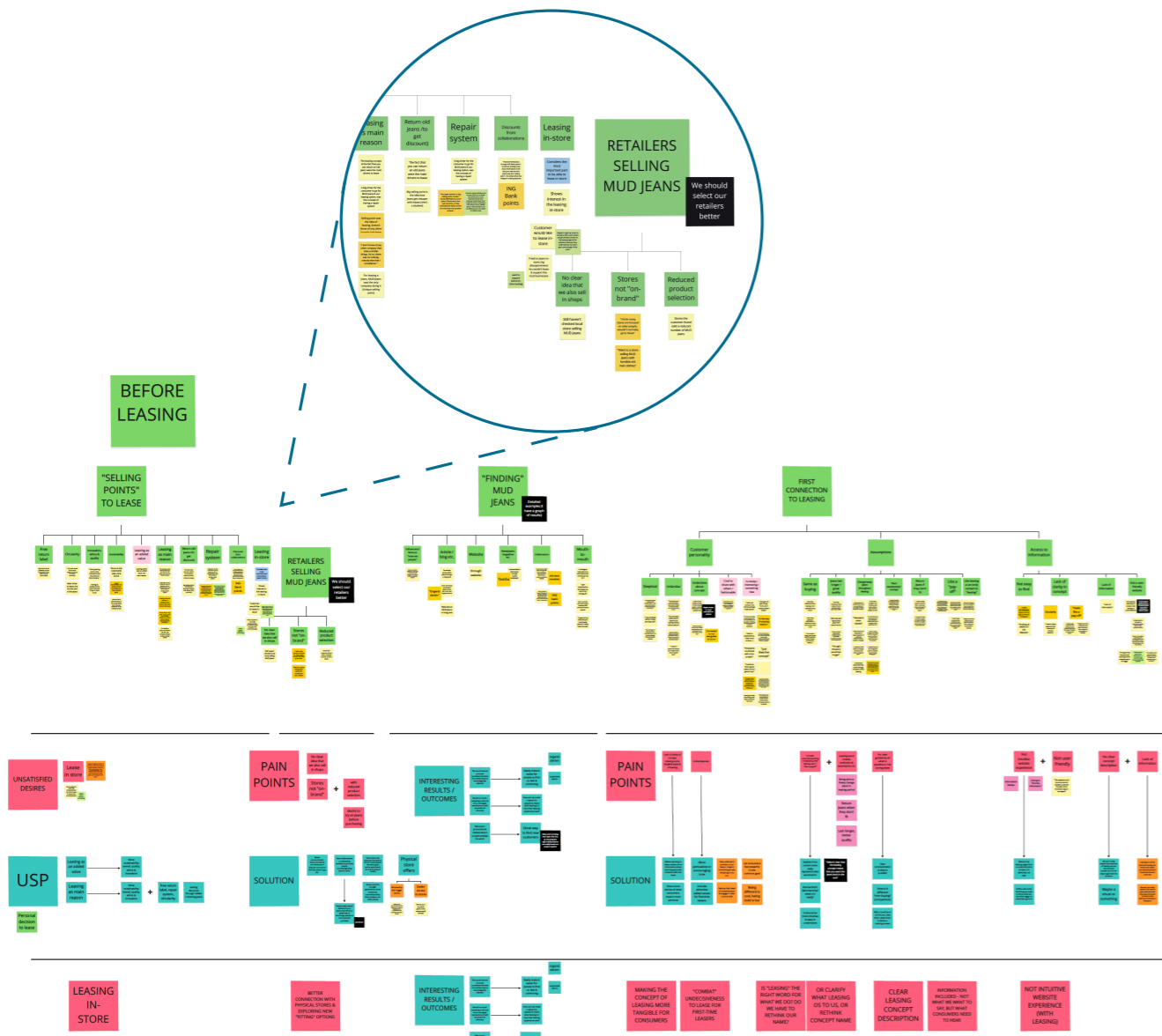
Appendix E | In-depth overview of the qualitative insights discovered

An in-depth overview of the information clustered and categorized using grounded-theory can be seen in the Figure 160 - 162. All the figures included are from Miro, an online collaborative whiteboarding platform used to organize and classify the qualitative and quantitative information found.

As you will see in Figure 160 - 162 (before, during and after leasing overview), there are different layers in the information found. The first layer shows the grounded-theory process where all the information was clustered in different categories.

After selecting the most important topics filtered from the organized information (e.g. most important clusters, quotes...); and, in the third and last layer, post-its of the overarching problem or pain point were defined. An overview of the process can be seen in Figure 163.

Regarding the leaser persona, their perceived leaser benefits and the mentioned product improvements, an overview is shown below. It is important to highlight that they are all topics that were taken into account in the design process but were not pain points that we could work on in itself.



190 Figure 160. Before leasing grounded-theory overview.

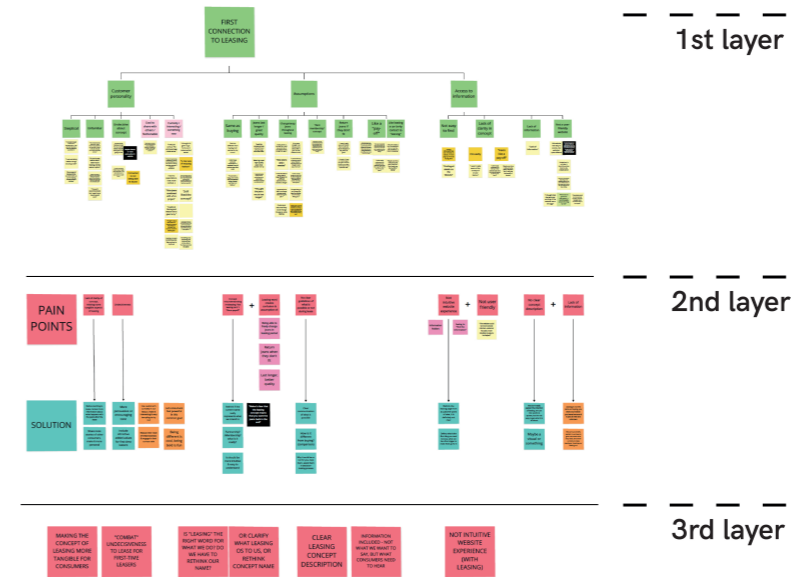


Figure 163. Grounded-theory structure rationale overview.



Figure 161. During leasing grounded-theory overview.

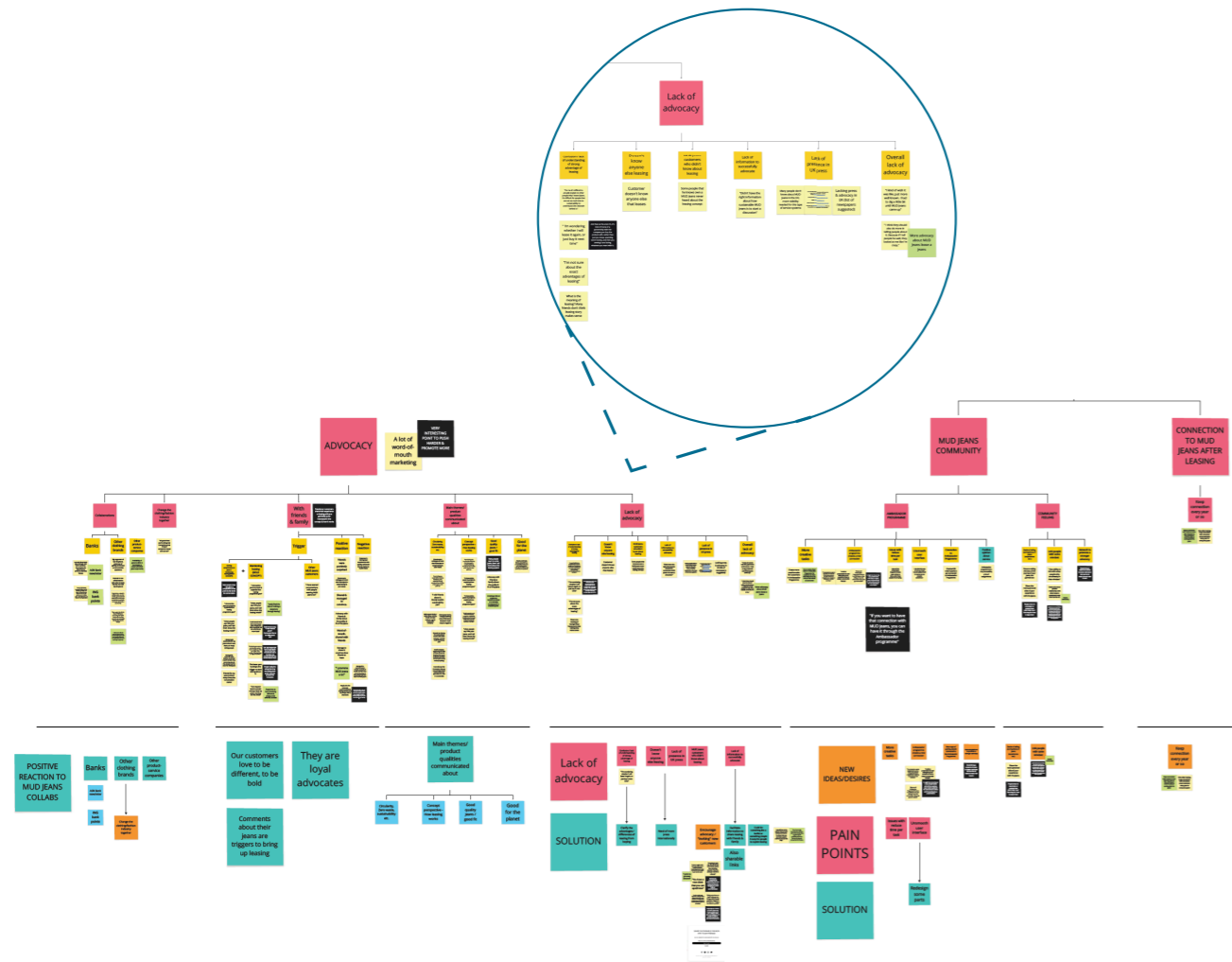


Figure 162. After leasing grounded-theory overview.

LEASER PERSONA

Based on the information gathered from the interviews and survey, MUD Jeans' leaser persona can be described as follows (Figure 164):

• **Consciousness**

Leasers that are conscious about sustainable fashion and its effects on the environment generally have recently become interested in it (influence of friends, social media...) or have been brought up this way.

• **Personality**

Leasers are characterized for being very curious, proactive, caring and passionate. Their drive to do good in the world combined with their desire to be different and try the latest possible "solution" to overconsumption is what

makes MUD Jeans' leasers unique. As one of the leasers interviewed said "you vote with your money" and that is why many value sustainability over trendiness in garments.

• **Lifestyle**

For leasers living an environmentally conscious lifestyle comes hand in hand with buying sustainable garments. Sustainability impacts their diet, careers and purchases, clearly underlining their deep care for the planet. They are also conscious that every individual action counts and have a desire to be part of something bigger than themselves.

An overview of all detailed insights discovered can be seen in Figure 165.

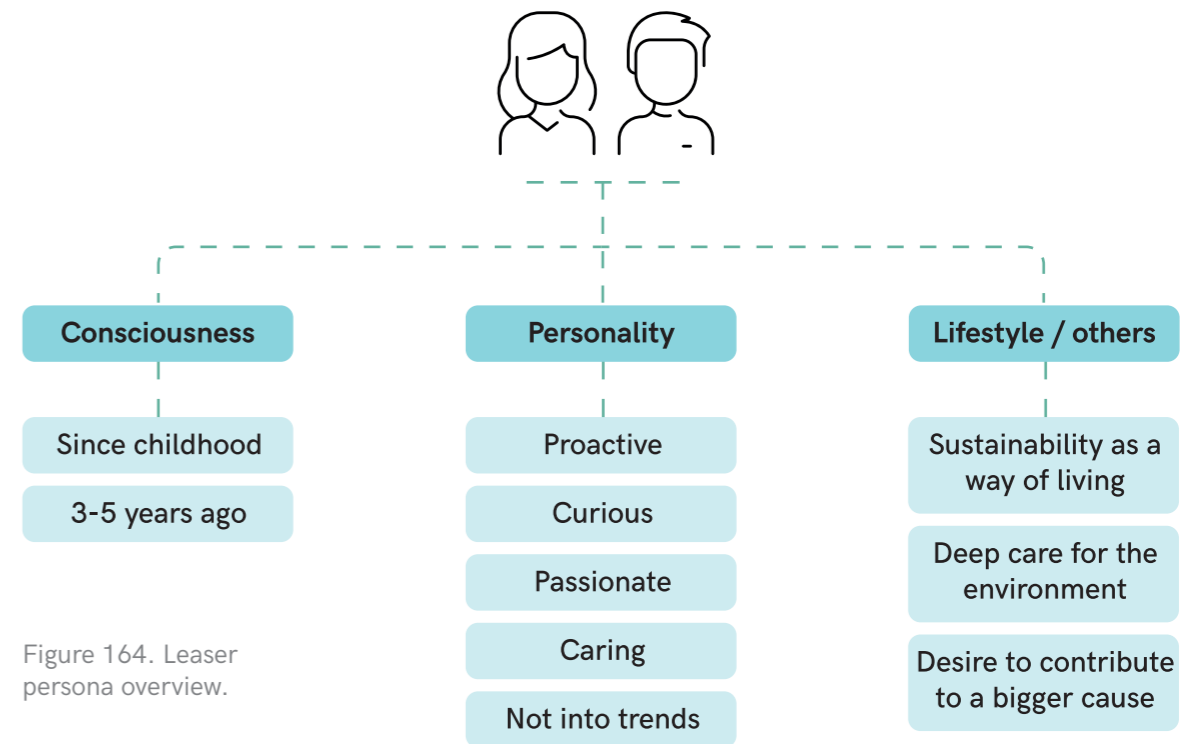


Figure 164. Leaser persona overview.

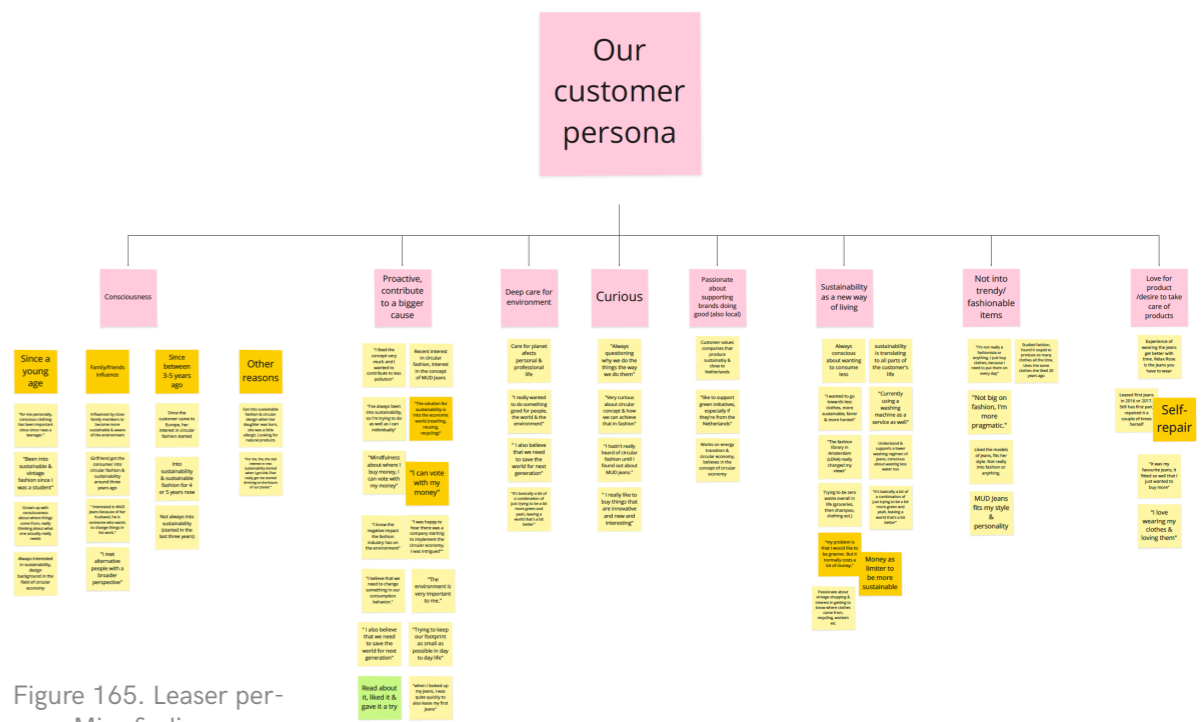


Figure 165. Leaser persona Miro findings.

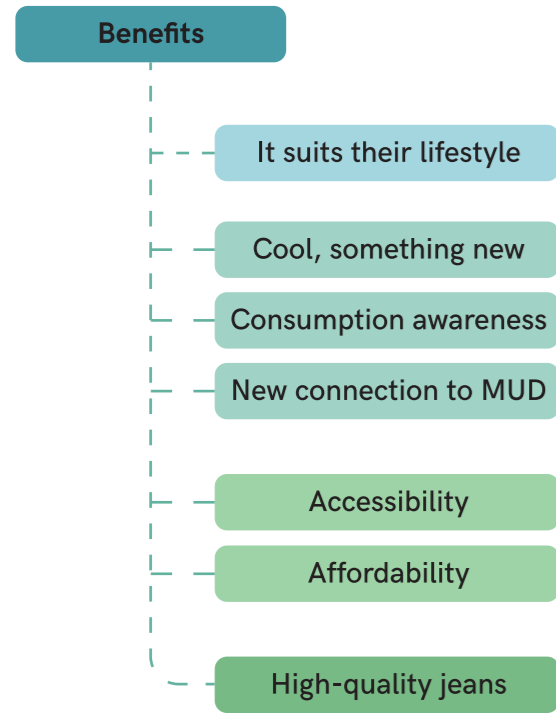


Figure 166. Leaser benefits overview.

LEASING BENEFITS PERCEIVED BY LEASERS

In this case as well, the insights were gathered of both the interviews and survey. The most repeated benefits of MUD Jeans' Lease A Jeans service mentioned by consumers are the ones shown in Figure 166.

An in-depth overview of the insights discovered can be seen in Figure 167.

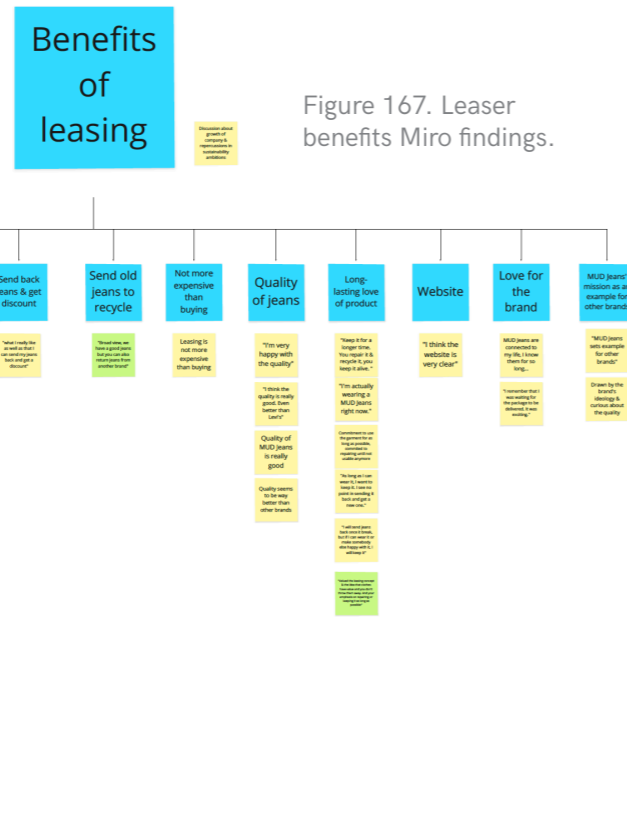


Figure 167. Leaser benefits Miro findings.

PRODUCT IMPROVEMENTS

Regarding the insights mentioned by consumers about MUD Jeans' garments, they were clustered and classified as well in order to help MUD Jeans' production team to incorporate the changes. The main categories defined were: customer desires, problems with sizing/fit, problems with the materials and colours of the jeans, and some extra comments and suggestions. From all these categories shown in Figure 168, there were only two that were directly related with these project's goals:

- Problems with the sizing system and jeans fit.
- Problems with having information about MUD Jeans' stock or product availability.

The difference between these two problems from the rest is that they are directly connected with the leasing experience and therefore interesting to solve in this project.

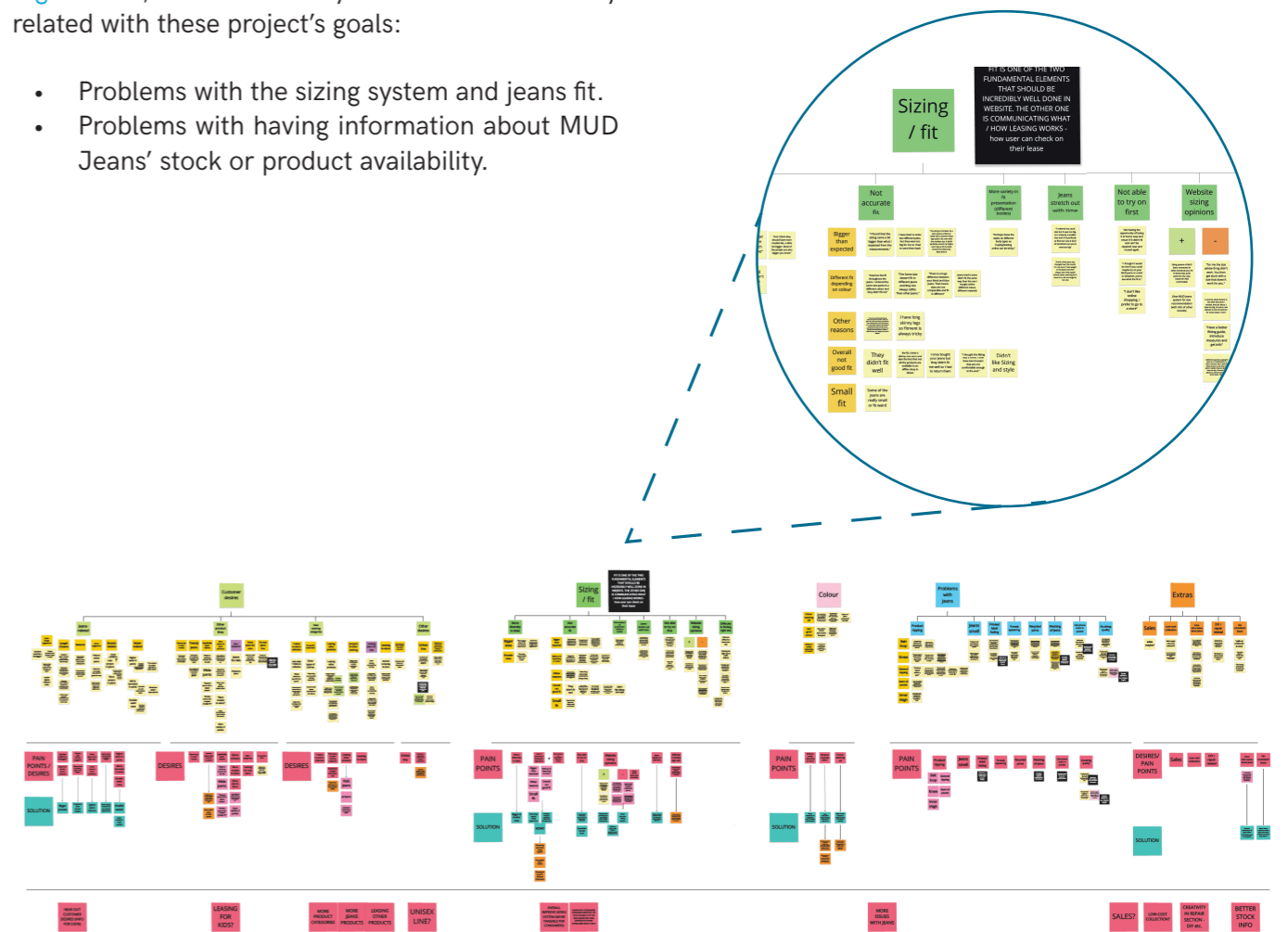


Figure 168. Product improvement overview.

Appendix F | Finding the 34 pain points of this project

Figure 169 shows an overview of how the pain points were selected and defined in Miro. It is important to mention that it was not a linear process. Due to the incredibly high amount of insights gathered through both qualitative and quantitative studies, some of the pain points defined had to be divided or joined

together in categories in order to avoid the overlapping of problems. As you can see in the figure, we used colours to define the connection of the pain points to the point in the leasing experience (before, during, after) and the target groups studied (N-S, S, B, L).

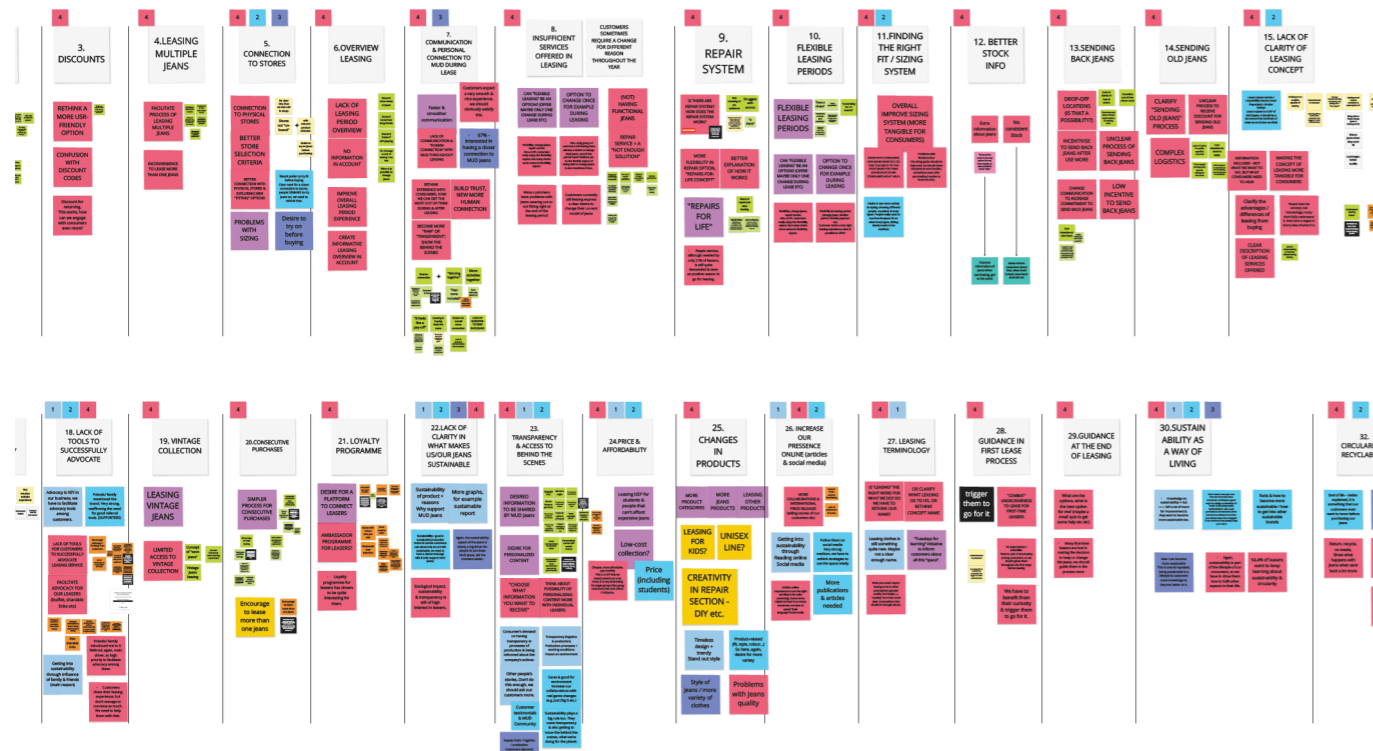


Figure 169. Finding 34 pain points of the project.

Appendix G | Overview of the results from the PICK chart

An overview of the results obtained can be seen in Figure 170. The highlighted elements in a darker blue tone and in bold are the "quick wins" selected.

		IMPACT			EFFORT		
		Urgency	Customer satisfaction (ROI)	SUM	Time	Resources	SUM
1	Introducing discounts	6	4	10	4	6	10
2	Multiple jeans lease	9	2	11	7	7	14
3	Purchase information	7	4	11	8	7	15
4	Consecutive purchases	9	4	13	5	7	12
5	Unclear leasing concept	8	9	17	5	3	8
6	Unclear leasing services	8	4	12	4	3	7
7	Repair service	5	4	9	6	7	13
8	Leasing overview	9	9	18	3	2	5
9	Returning leased jeans	6	6	12	8	9	17
10	No after-sales	7	7	14	8	6	14
11	Price & jeans affordability	7	4	11	5	4	9
12	Old jeans recycle system	8	2	10	3	4	7
13	Connection to MUD Jeans	9	9	18	6	5	11
14	Lease process guidance	8	9	17	3	3	6
15	End of leasing guidance	9	9	18	4	3	7
16	Circularity	7	9	16	5	4	9
17	What makes us sustainable	6	9	15	5	4	9
18	Website navigation	8	4	12	9	9	18
19	Unsuccessful advocacy	8	9	17	5	5	10

Figure 170. PICK chart result overview.

Appendix G | Overview of the results for the PICK chart

An overview of the brainstorming and solution design process can be seen in Figure 171-172. As the reader will see, we used different sources of inspiration to mix-and-match styles and interface designs. We used Miro to do this process too.

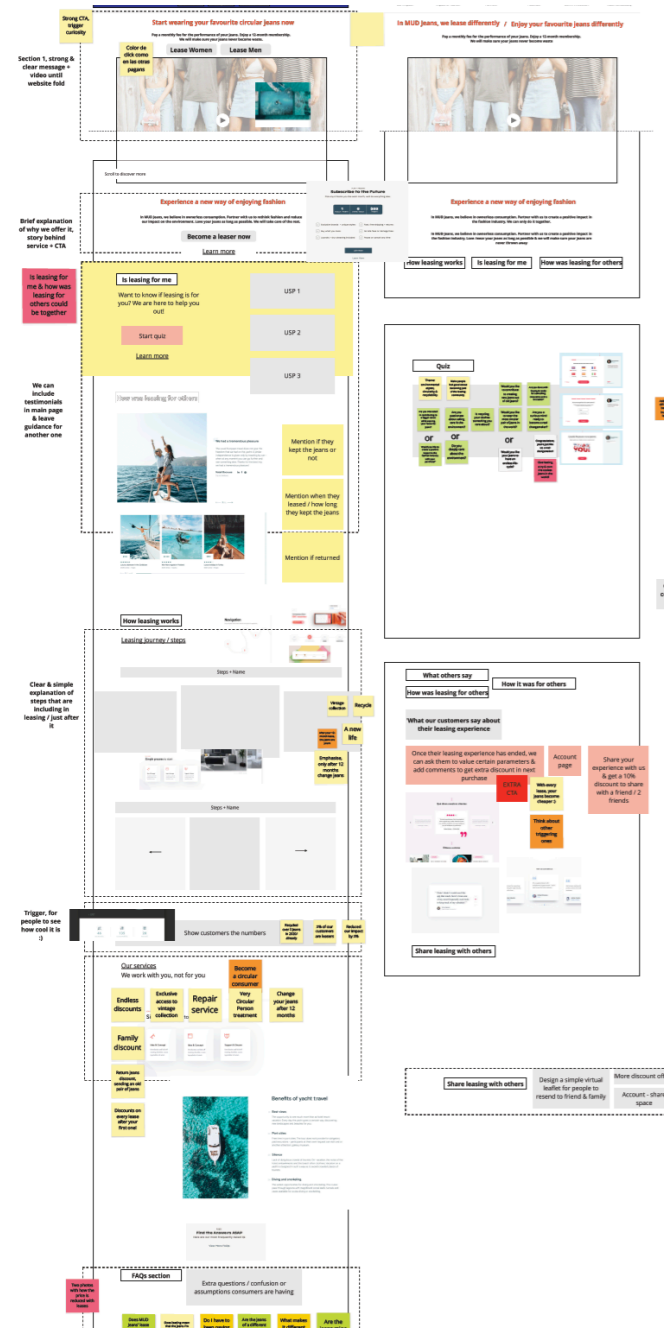


Figure 171. Lease A Jeans page brainstorming.

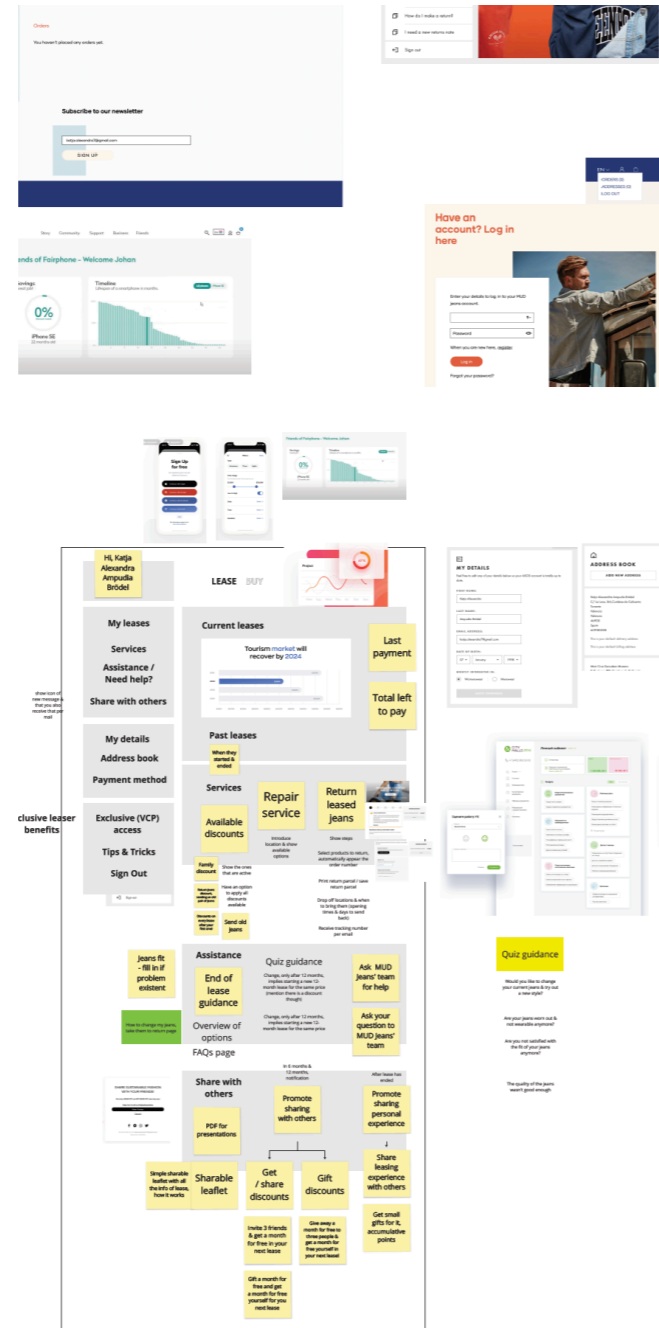


Figure 172. Account page brainstorming.

CHAPTER 8

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