

Master Thesis Strategic Product Design

# Barriers and triggers in the process of purchasing a Fairphone.

Johan van den Heuvel



### Author

Johan van den heuvel

### Master Thesis

MSc. Strategic Product Design  
Faculty of Industrial Design Engineering  
Delft University of Technology

### Graduation committee

Chair | **Prof. dr. ir. Bakker, C.A.**  
Faculty of Industrial Design Engineering – Sustainable Design Engineering

Mentor | **MSc. Jonge, F.M. de**  
Faculty of Industrial Design Engineering – Design, Organisation and Strategy

Company mentor | **bc. Boshuizen MBA, L.**  
Commercial Director at Fairphone

October, 2020

# Preface

Why do conscious consumers not always decide to purchase sustainable alternatives? Why are so many green initiatives still in the start-up phase? And why do I still choose the cheaper but less sustainable alternatives? These thoughts have crossed my mind over and over again and I wanted to investigate these questions. Luckily Fairphone was in need of answers to similar questions and we decided to kick-off this graduation project together.

For the past 8 months I have been a massive Fairphone ambassador. All my friends have examined my Fairphone at least once. I have always been super enthusiastic about Fairphone, but never decided to buy one. Why not? Now that I realise that I am so enthusiastic about the Fairphone 3, why did I not take that decision earlier? That is exactly what will be investigated in this graduation project. Moreover, I wanted to design something to engage people (like myself) with Fairphone sooner. And I dare to say that this has resulted in an interesting concept.

At first, I would like to thank God for blessing me with the amazing opportunities I got and the lovely people I met during my studies.

I could definitively not have done this project alone and therefore I would like to thank anyone that surrounded me during this project.

Conny, thank you for having faith in me and connecting me with Fairphone. Thanks for correcting my (sometimes) unrealistic goals and ambitions. Without your guidance, this project would never have become one coherent story. Thanks for all the nice meetings we had.

Femke, thanks for all your new insights and your experience in the field of strategic design. Without your tips and tricks, it would have been impossible to involve the employees of Fairphone. Thanks for your enthusiasm!

Leon, thanks for giving me all the freedom to work on my own project within your team. I learned many new things from you and it was amazing to be part of the greatest team of Fairphone. Thanks for your openness and sending me all your hilarious WhatsApp jokes.

A big thanks to all the people of Fairphone who helped me out with my project. The weeks working at the office were amazing and it was nice to meet all of you. A special thanks to the commercial team who contributed to this project with a lot of creativity and knowledge. It was amazing having some virtual borrels with you!

A huge shoutout to all the lovely people that took their time for filling out my survey or participating in one of my interviews. Thanks to Bert van Son, Danique Gunning, Eva Gouwens and Marieke Eyskoot for sharing all their expertise with me.

Thanks to my family and friends who supported me throughout the entire project. A special thanks to my housemates who made it a lot of fun to work from home.

Finally, thanks to Julia for listening to all my ideas and random stories. Thanks for giving me all your love, support and your silly jokes.

All the best,

**Johan van den Heuvel**

# Executive summary

Smartphone companies sell around 1.4 billion phones every year all across the world (Gouwens, 2020). The phones that are being sold, often replace a phone that is still working fine and we only use our phones on average for 2.7 years. This creates an enormous amount of e-waste. Fairphone believes in a fairer electronics industry by making a change from the inside. They aim to make an impact by creating products that last, reducing e-waste, choosing fairer materials and putting people first. However, Fairphone is still a small player in the smartphone industry. The number of phones sold by Fairphone in 2019 is sold by Apple every 3 hours (Chau & Ryan, 2020). Fairphone wants to grow their market share and wants to appeal to light green consumers. Light green consumers try to find a balance between sustainability, quality and price while purchasing new products. Apparently these consumers live sustainably and consume consciously nowadays, but they do not purchase a Fairphone at the moment.

The first part of this thesis aims to get a better understanding of the reasons of these consumers for not purchasing a Fairphone. Secondly, the insights gained from this part are used to develop a design solution that triggers these consumers to consider purchasing a Fairphone when they are in need of a new smartphone.

Through a survey (n=255), semi-structured interviews (n=30) and an exploration of the literature, 73 reasons for not purchasing a Fairphone were identified. These reasons are clustered and summarised in fifteen barrier cards. By facilitating creative problem solving sessions with Fairphone employees, many ideas are developed which are summarised in a strategic

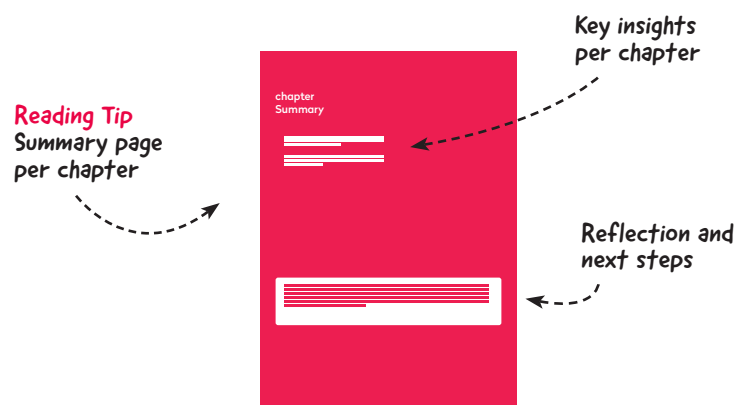
roadmap. The most promising ideas are translated into concepts. These concepts are presented to potential customers and their feedback is used to select the most feasible, viable and desirable concept.

A group of consumers appreciates the Fairphone concept, but they are not in need of a new smartphone at the moment. Through the Friends of Fairphone program, Fairphone encourages these consumers to keep their current phone in use for as long as possible. After all, the most sustainable phone is the one in your pocket. For every month they keep using their phone, Fairphone will reward them with a 1% discount on Fairphone products.

Today, these consumers forget that buying a Fairphone is an option while looking for a new smartphone. Through monthly updates, the Friends of Fairphone program makes sure that they will consider a Fairphone while they are looking for a new smartphone. A working web application prototype is developed which is validated with the Fairphone user group. 86.1% of this group (n=417) would have signed up to become a Friend of Fairphone. An implementation plan is presented which contains the required next steps for launching the Friends of Fairphone program.

The Friends of Fairphone program requires low investment costs, totally aligns with Fairphone's mission and has much potential of attracting a new group of consumers.

The most sustainable phone is the one in your pocket.



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# Introduction

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# chapter 1

## General Introduction

### 1.1 Smartphone Industry

The first iPhone was released on June 29, 2007 (Carey, 2020). Which is only 13 years ago. Nowadays, smartphone companies sell around 1.4 billion phones every year worldwide (Gouwens, 2020). The phones that are being sold, often replace a phone that is still working fine. We only use our phones on average for 2.7 years, and only 20% of old phones are properly recycled (Gouwens, 2020). In the second quarter of 2020, Huawei, Samsung and Apple together had 53.3% market share in total (Chau & Ryan, 2020). It is outrageous how big these companies are. They have brought about many positive things in today's society, but of course they have an enormous impact on people and planet. And they do not always score very well in this respect.

They are often accused for terrible working conditions in their Asian factories like for example the iconic case of Foxconn. Foxconn is an electronics manufacturer who built iPhones in China. When Foxconn workers started committing suicide in 2010, it became clear that something was wrong. *'With many working 29 days a month during which no talking or eating are allowed, some see suicide as the only way out'* (Cormack, 2020). Even today, you see these kinds of accusations in the media. Major big tech companies are also sued over child-labour in the mines in Africa for example according to CBS News (2019). Moreover, Apple and Samsung have been fined for deliberately slowing down phones (premature obsolescence) in Italy according to The Guardian (2018).

Additionally, a smartphone contains more than 30 naturally occurring elements that are extracted from the earth in many different locations. According to the Royal Society of Chemistry (2019), *'Natural sources of six of these are set to run out within the next 100 year, with several more under rising threat from increased use.'* Greenpeace summarises the problem of the smartphone industry very clearly in their Guide to Greener Electronics:

**'Behind this innovative 21st-century technology lie supply chain and manufacturing processes still reliant on 19th-century sources of energy, dangerous mining practices, hazardous chemicals, and poorly designed products that drive consumption of the Earth's resources. This hidden reality stands in stark contrast to the forward-thinking, environmentally conscious image most IT companies project.'** (Cook & Jardim, 2017).

**1.400.000.000**  
smartphones sold per year

**2.7 years**  
average lifespan

**20%**  
phones are recycled

## 1.2. Sustainable alternative

Smartphone manufacturers have made it needlessly hard to fix your own smartphone. And with little improvements, they still want us to buy the latest phone every year. In September 2013, Dutch designer Dave Hakkens created the Phoneblocks concept, with the aim to reduce e-waste. With this concept, consumers did not have to replace their entire smartphone, but just a single block (Hakkens, 2016). At the same time Google started with Project Ara, a similar phone concept, but they shelved this project in 2016 (Statt, 2016). The same story applies to PuzzlePhone which is an uncompleted modular smartphone which was delayed due to lack of funds according to PuzzlePhone (2017). In other words, a sustainable alternative was considered and discussed, but it did not succeed yet. Besides, sustainability was not always the top priority in these modularity projects.

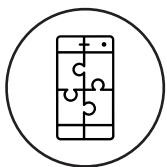
In 2009, Bas van Abel started a petition against conflict minerals related to the war in Congo. They made less of an impression to the smartphone industry than they had thought and eventually decided to make a phone themselves. In 2013 the first Fairphone was born and sold to 25.000 customers. Nowadays, Fairphone is still challenging the electronics industry from the inside with their Fairphone 3 and Fairphone 3+. They believe that care for the environment and people should be a natural part of doing business throughout the industry. One step at the time. Fairphone tries to make a positive impact in four key areas as shown on the Fairphone website (n.d.) and in [Figure 1.1](#).

Their first challenge was to produce an ethical phone and now they want to prove the industry that this is the way too

go. Fairphone was for example involved with the European Commission's new proposal, the Circular Economic Action Plan (2020). This initiative will promote longer product lifetimes through increasing repairability, extended software support and upgradable components. Additionally, sales of sustainable smartphones grew 86% in the last 5 years and the expectation is that this will jump to 90% in the next 5 years (International Trade Centre, 2019). Other tech companies start to join in as well with for example Phillips helping to source responsible gold in Uganda, and tech companies like Tesla are joining the Fair Cobalt Alliance. There is still a long way to go, but first steps are being taken.

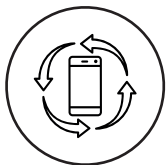
With merely 100 employees, Fairphone is a small player in the smartphone industry. The number of phones sold by Fairphone in 2019 is sold by Apple every three hours (Chau & Ryan, 2020). Fairphone wants to grow their market share and wants to appeal to more and more customers. Because by expanding, Fairphone can make an even greater impact.

At the moment the stereotype Fairphone user is considered to be a tree-hugger, environmentalist and of old age. But that is no longer the case today after the introduction of the Fairphone 3, which is a decent modern smartphone. Fairphone recognises opportunities for a new target group and defines this group as the light green consumers. The light green consumer likes to consider sustainability in their purchasing behaviour. They are open to conscious consuming, but also take price and comfort into account while purchasing new products. They appreciate and admire the Fairphone concept, however they still do not purchase a Fairphone. And that needs to be changed.



### Creating products that last

We design for longevity, easy repair, and modular upgrades.



### Reducing e-waste

We want to make the most of the materials used in consumer electronics.



### Choosing fairer materials

We go straight to the source to make sure we're creating positive change.



### Putting people first

We're innovating ways to improve job satisfaction for workers in the industry.

Figure 1.1 Mission of Fairphone: Making a positive impact. <sup>[2]</sup>



# chapter 2

## Project

### Introduction

Fairphone wants to grow and attract new customers. However, Fairphone is not a well-known brand and therefore wants to increase their brand awareness. But there is more than just people not knowing your brand, barriers for purchasing a Fairphone might also be related to other factors. The technological specification might be insufficient or the retail price is too high. Perhaps these consumers prefer other sustainable alternatives or they just simply act according to their habits.

Fairphone is interested in the motivations of these light green consumers and wants to know the potential barriers in their process of purchasing a Fairphone. The first part of this graduation project will be used to identify the barriers and to empathise with the light green consumers. When the barriers are known, a set of barriers will be selected based on the short-term needs of Fairphone and the mentioned frequency of the barriers by the light green consumers. Together with Fairphone employees, the experts, we will think about potential triggers for the selected barriers. These ideas will first be presented in a roadmap and a number of these ideas will be translated into concepts.

The main goal of this graduation project is to come up with one profitable solution for one or more key barrier(s). This solution will help Fairphone to trigger more light green consumers and increase their market share.

Therefore, the research question for this graduation project is:

*How to trigger light green consumers to start purchasing a Fairphone?*

## chapter 3

# Approach and Methodology

*In order to achieve a clear result, a solid backbone is necessary. For this thesis, the 'double diamond' as introduced by the British Design Council (2005) will be used. The design process consists out of four phases.*

### I. Discover

The goal of the discovery phase is to understand, rather than simply assume, the problem. Analysis will be done on various relevant topics and trends, which constitutes the research section. Moreover, real-life consumers will be consulted to get an understanding on their motivations and beliefs. Both quantitative and qualitative research methods will be used for empathizing with the consumers. As can be seen in [Figure 3.1](#), this is a diverging phase which means that many new insights will be collected.

### II. Define

Insights gathered from the discovery phase needs to be summarised to make sure it is clear where the pain points really lie. 'Barrier cards' will be created based on the insights and a set of barrier cards will be used as a starting point for the developing phase.

### III. Develop

Time to diverge again. Creative problem solving sessions will be organised with Fairphone employees in order to find triggers for the selected barriers. For inspiration, similar companies like Tony's Chocolonely and MUD jeans will be interviewed. All the ideas will be summarised and presented in a strategic roadmap.

### IV. Deliver

In collaboration with Fairphone, promising ideas from the roadmap will be selected. These ideas are transformed into five concepts which will be discussed with potential customers. One idea will be selected and prototyped. Additionally, this prototype will be validated with consumers and a final implementation plan will be developed.

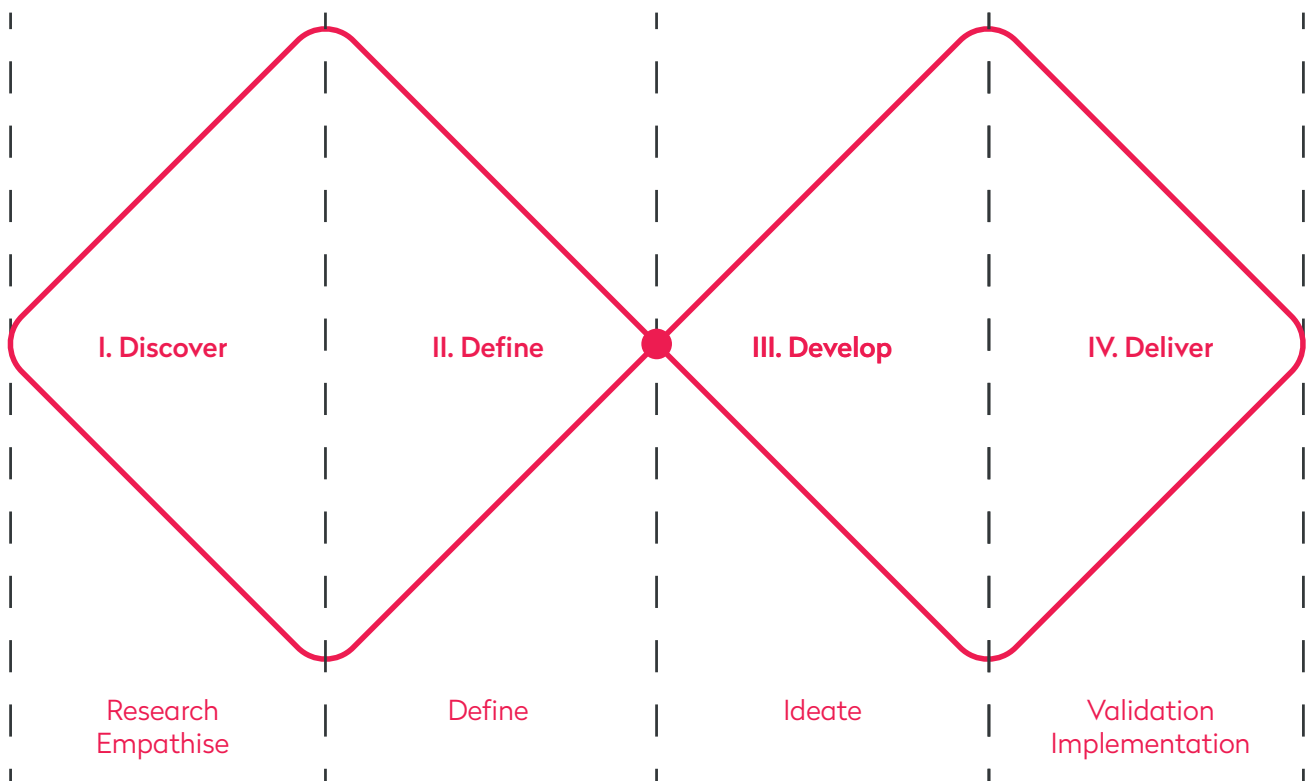
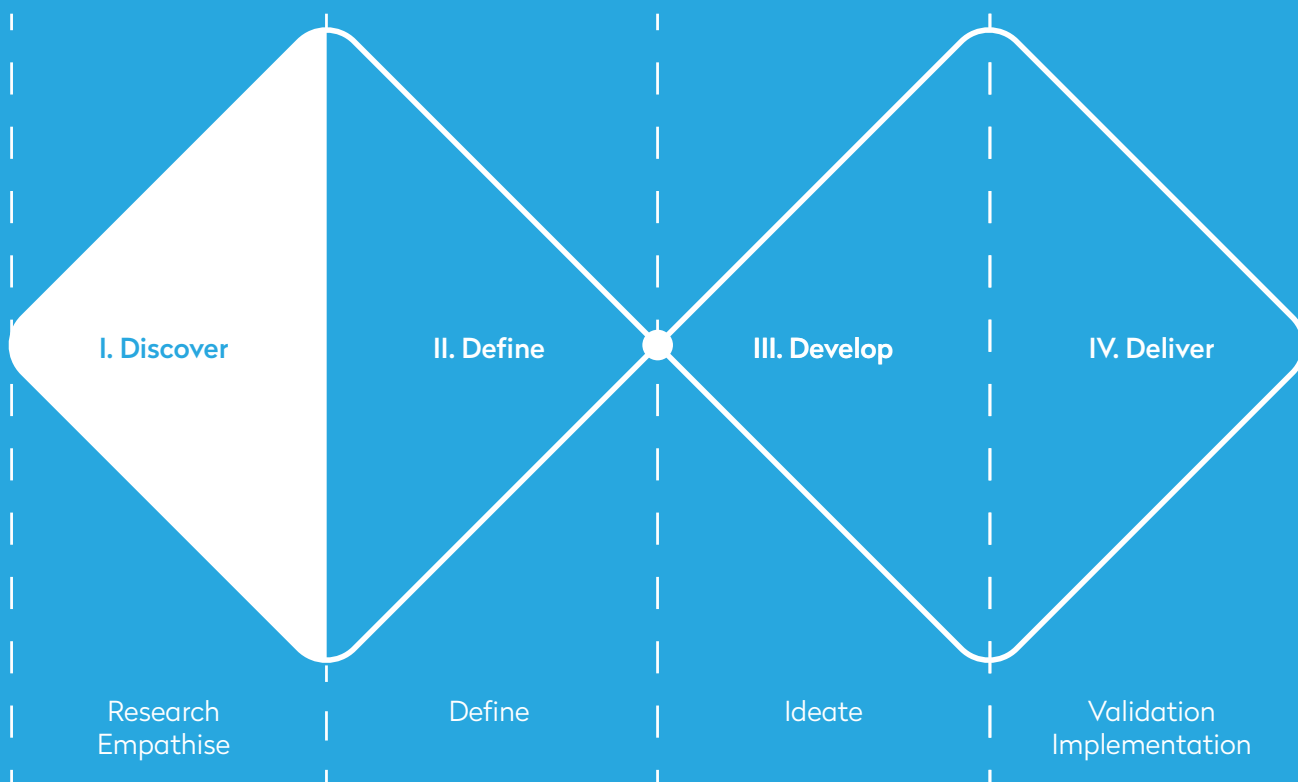


Figure 3.1 Double diamond.

# part I Discovery

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# chapter 4

## Research

*Barriers and triggers in the process of purchasing a Fairphone. That is what this project is all about. For a good start, we need to know more about the Fairphone 3 itself. In this chapter you will read about the phone and it is compared to popular smartphones from Apple and Samsung. Moreover, we discuss Fairphone's current customers and we give a description of the light green consumer.*

### 4.1 Goal

The following three goals have been defined for this research:

- Getting to know the Fairphone 3 in comparison with other smartphones.
- Getting to know the current Fairphone customer.
- Understanding Fairphone's definition of the light green consumer.

### 4.2 Method

Information has been gathered through desk research and conversations with employees of Fairphone. Both the commercial and brand team provided me with relevant resources and interesting conversations.

### 4.3 Results

#### 4.3.1 Fairphone 3

*'When you hold a Fairphone 3 you're holding more than a bunch of impressive specs. Sure, it's got a brilliant camera, the battery life is awesome, the screen is big and crisp, and there's heaps of memory. But what sets this phone apart is an idea that millions*

*of people have turned into something incredibly powerful: a proof of concept for a future that's kinder to humans and to the earth. A statement that a better world is possible. That change is in your hands.'* (Gouwens, 2019).

That is how Fairphone launched their Fairphone 3 as seen in [Figure 4.1](#). A phone with a bunch of impressive specs, that cares for planet and people. But not everyone thinks the same way.

The Consumentenbond (2019) reviewed the Fairphone 3 and came to the following conclusion: *'The Fairphone 3 is not fantastic, it is just okay. And that is not enough to keep most consumers happy for years to come. And that is precisely what is most sustainable: buying a new phone less often. As a result, the Fairphone 3 is mainly for consumers who do not care about the latest technology, a modern look, great cameras and up-to-date software.'*

Or to paraphrase the words of Androidworld (2020): *'Fairphone is fair to workers and the planet, not to users.'*



Figure 4.1 Fairphone 3. The phone that cares for people and planet. <sup>[3]</sup>

Well, let's take a look at the technical specifications. In [Figure 4.2](#) we compare the Fairphone 3 with other smartphones. This information is derived from Coolblue (n.d.). According to Counterpoint (2020) the best-selling smartphones in Europe were the Samsung Galaxy A50 (#1), Apple iPhone XR (#2) and the Samsung Galaxy A10 (#4). Additionally, we compare the Fairphone with another sustainable modular smartphone: the Shiftphone. SHIFT is a German company and on the Shiftphone website (n.d.) they claim to have the most modular smartphone in the World: the SHIFTo6m. Tercube is a sustainable smartphone alternative as well, but it is not available in Europe and is therefore not considered in this comparison.

There is a clear difference between the Fairphone 3 and the Samsung Galaxy A50. The A50 is €152,- cheaper and has much better technical specifications (battery, camera, storage) than the Fairphone 3. Samsung has, due to large volumes and less focus on people and planet, a much lower price. But paying €152,- more for a worse phone requires a lot of commitment from a consumer. When you compare the A50 with the iPhone XR, you also notice that it has better technical specs while the XR is €431,- more expensive. Of course, iPhone has more to offer than just technical specifications, but this price gap is enormous. However, when buying electronic goods like smartphones, the brand and the reliability are respectively very and extremely important purchasing factors according to Gnanaprasam et. al (2018).

Fairphone is just a small player in the smartphone industry and therefore it is hard to keep the prices low. Moreover, they prioritise people and planet which of course has its financial costs. When comparing the Fairphone 3 to the SHIFTo6, it is found that the SHIFTo6 has better cameras and battery, but is also €105,- more expensive.

One of the unique selling points of Fairphone is the repairability. It is super simple to replace your own display or battery. You can order a spare part and do the repair from home. A broken A50 for example requires you to go to a service store, or you probably have to hand in your phone for a couple of days. Moreover, the prices for repairing your display or battery for other smartphones are much higher than for a Fairphone 3. This may not sound of importance when buying a new smartphone, but 44% of smartphone owners have cracked their screens once or more (Arnold, 2017). Another unique selling point of Fairphone is the modularity. It is possible to upgrade certain parts of your Fairphone to increase the technical specifications like having an improved camera for example.

It is clear. The Fairphone is more expensive than other phones, but in return you get a fair and transparent phone. In any case, you can be sure that everyone who has worked on this smartphone has been paid fairly. It is questionable whether this is always the case with other smartphone companies.

#### 4.3.2 Where to buy a Fairphone 3?

It is possible to buy a Fairphone 3 in two ways:

- Fairphone web shop. Available all across Europe.
- Via partners (resellers) in different countries in Europe like Germany, United Kingdom, Spain, Portugal, France and more. In the Netherlands you will find Fairphone in Belsimpel and KPN stores.

Fairphone is also thinking about introducing Fairphone-as-a-service. This service model perfectly fits with the modularity of Fairphone since they can ensure that all the resources inside the phone are used optimally. The phones and modules will still be in possession of Fairphone. The customer only pays a certain amount for a working smartphone. This is not yet available, but the first pilots are being carried out. More to come!

	Fairphone 3	Samsung Galaxy A50	iPhone XR	Samsung Galaxy A10	Shiftphone Shift6m
Price	€ 450,00	€ 298,00	€ 729,00	€ 186,00	€ 555,00
Size	158 x 71.8 mm	158.8 x 74.7 mm	150.9 x 75.7 mm	155.6 x 75.6 mm	151.5 x 79.8 mm
Thickness	9.89 mm	7.7 mm	8.3 mm	7.9 mm	10.0 mm
Operating system	Android 9	Android 9	iOS 12	Android 9	Android 8
Performance	4GB RAM	4GB RAM	3GB RAM	2GB RAM	4GB RAM
Storage	64GB	128 GB	128 GB	32GB	64GB
Battery	3040 mAH	4000 mAH	1821 mAH	3400 mAH	4200 mAH
Display	5.65 inch 2160 x 1080 px	6.4 inch 2340 x 1080 px	6.1 inch 1792 x 828 px	6.2 inch 1520 x 720 px	5.7 inch 2160 x 1080 px
Front camera	8 MP	25 MP	7 MP	5 MP	13 MP
Rear camera	12 MP	25 MP	12 MP	13 MP	21 MP
Display repair costs	€ 89,95	€ 169,00	€ 225,00	€ 109,00	€ 88,00
Battery repair costs	€ 29,95	€ 59,00	€ 89,00	€ 59,00	€ 12,00

**Figure 4.2** Comparing Fairphone 3 to other popular smartphones.

### 4.3.3 Who is the Fairphone customer?

Fairphone has sold around 165.000 devices to customers in Europe till 2020. The target set for 2020 is around 110.000 devices according to the impact report of Fairphone (2020). But what kind of consumers buy a Fairphone? There is no typical Fairphone buyer, yet something can be said about them.

According to research executed by Belsimpel (2020), the average age of a Fairphone customer is around 42 years old. They are mostly higher educated and they want a phone that is durable and sustainable. They are not in need of the best specs, they just want a smartphone that is durable. Another research of Fairphone executed by Seabroke & Kitowski (2020) shows that 83% of the reasons for the Fairphone customers to buy a new phone were related to people and the environment.

### 4.3.4 Who is the light green consumer?

Fairphone's goal is to broaden their scope from darker to lighter green consumers. The dark green consumers were the initial target group of Fairphone 1 and 2 and supported Fairphone from the start. Fairphone believes now is the time to broaden the scope and try to trigger the light green consumers to buy the Fairphone 3. They both care about social and environmental values, however the light green consumers sometimes prefer the cheapest or easiest option over the most sustainable one. In order to understand the difference between the groups, the following definitions, based on research of Motivaction (n.d.), will be used:

- Dark green consumers are socially idealists who want to develop themselves, take a stand against social injustice and actively stand up for the environment. While consuming, they actively look for sustainable alternatives in order to make a difference. (e.g. activists for Greenpeace)
- Light green consumers are critical citizens of the world who have a sustainable and healthy lifestyle, consume consciously and care about social and environmental values. But unlike dark greens, they aren't pioneers in the green category, rather early adopters. While consuming, they always try to find a balance between sustainability, quality, status and price instead. (e.g. flexitarian)

**Sustainable & healthy lifestyle**

**Idealism & social values**

**Open-minded & creative**

**Tolerance & business ethics**

**Take risks**

**24 - 35 years**

**Highly educated**

**Urban area**

**High income**

Figure 4.3 shows the target group for the Fairphone 3. 24 – 35 year olds who are highly educated, having a high income and living in the urban area. They are open-minded and creative and they have a healthy lifestyle. However, this description is still too generic. Every tech company defines this group as their target group. It is time to get to know these consumers better.

### 4.4 Conclusions

'Fairphone is fair to workers and the planet, not to users.' This quote from Androidworld (2020) summarises the comparison of the Fairphone to other smartphones. It was found that Fairphone is too expensive compared to similar smartphones. Consumers pay extra for the mission of Fairphone. There is a group of dark green consumers that is fine by paying extra for this mission since they care less about the technical specifications. Since the launch of the Fairphone 3, Fairphone aims to attract more lighter green consumers. Consumers who aren't pioneers in the green category, rather early adopters. While consuming, they always try to find a balance between sustainability, quality, status and price. Fairphone has some information about this group, but this is insufficient. In order to trigger the light green consumers, we need to empathise with this group and understand their motivations.



Figure 4.3 The target group for Fairphone 3 as defined by Fairphone. <sup>[4]</sup>

# chapter 4

## Summary | Discover | Research

### 4.5 Key insights

- The most popular phone of 2019, Samsung Galaxy A50, has better technical specifications and is €152,- cheaper than the Fairphone 3.
- Fairphone 3 has decent smartphone technical specifications.
- The display and battery of the Fairphone 3 is much cheaper for repairs compared to popular smartphones.
- Fairphone sold around 165.000 devices so far and is aiming to sell around 110.000 devices in 2020.
- To do so, Fairphone needs to attract more light green consumers.
- Light green consumers try to find a balance between sustainability, quality, status and price while consuming.
- Fairphone still knows too little about these light green consumers.

**165.000**  
Fairphones sold till 2020

**110.000**  
Target of 2020

### 4.6 What's next?

We are acquainted with the Fairphone 3 and the motivation of dark green consumers to buy a Fairphone. We are also familiar with the definition of light green consumers. However, Fairphone still knows too little about this group. They set their target group as 24-35 years old who are highly educated, having a high income and living in the urban area. They are open-minded and creative and they have a healthy lifestyle. However, this is still too generic. I want to know why these people will not buy a Fairphone. What are the barriers they experience when they think about buying a Fairphone 3. To figure this out, I will have to ask them directly.

# chapter 5

## Empathise

### Survey

Chapter 4 introduced the Fairphone 3 and the current customers of Fairphone. It was also found that there is still too little knowledge about the light green consumers. In order to come up with a solution that triggers the light green consumers to purchase a Fairphone, we first need to empathise with these consumers. Fairphone needs to know the reasons why they will not buy a Fairphone. This chapter describes how a survey was used to get to know the barriers of these consumers.

#### 5.1 Goals

The following three goals have been set for the survey:

- A. Understand the reasons why consumers might not want to purchase a Fairphone.
- B. Understand concerns that current Fairphone users had, while purchasing and using their Fairphone.
- C. Get a list of potential interviewees.

#### 5.2 Method

The research has been done using an online survey. This survey has been used to gain a quick understanding of participants perceptions. Surveys are efficient and of relatively low cost (Williams & Vogt, 2011). For the survey Typeform software was used.

#### 5.3. Setup

##### 5.3.1 Structure

The survey was divided into five sections. Depending on the fact if the participant owned a Fairphone, had owned a Fairphone or does not own a Fairphone, different questions showed up. An overview of the five sections of the survey can be found below and in [Figure 5.1](#):

1. Familiarity with Fairphone
2. Barriers
  - a. Barriers to purchase a Fairphone  
(Consumers not owning a Fairphone)
  - b. Concerns while purchasing a Fairphone  
(Consumers owning a Fairphone)
  - c. Reasons to stop using a Fairphone  
(Consumer who owned a Fairphone)
3. Greenness statements
4. Demographics
5. Interview availability

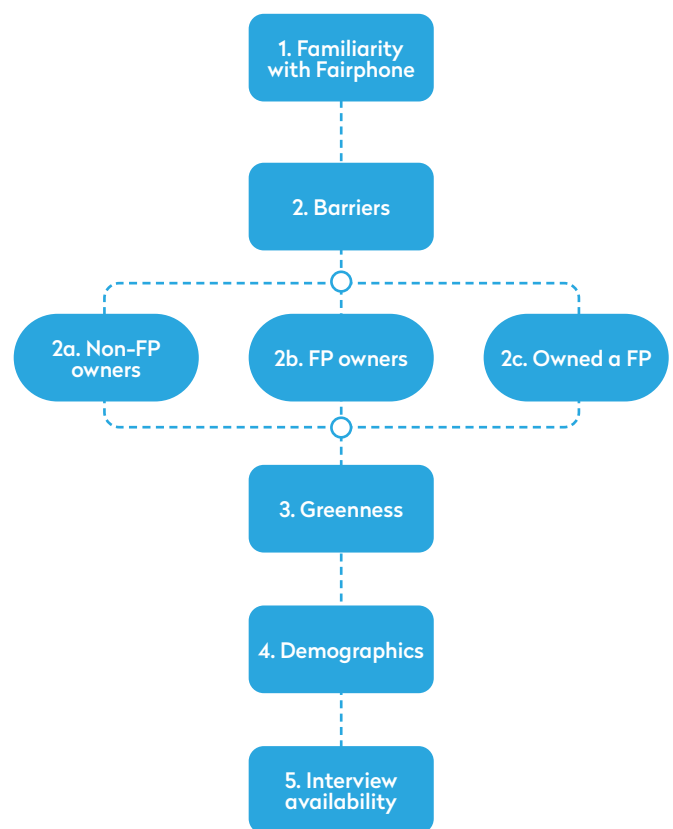


Figure 5.1 Survey setup.



### 5.3.2 Pre-test

To make sure the survey was valid, a pre-test was conducted beforehand to take out possible errors. The list of questions was checked by two employees from Fairphone, a supervisor from the TU Delft and was filled out by five participants. Based on their feedback, the following four elements were adapted:

1. Instead of offering a choice between two descriptions of light and dark green consumers, five seven-point Likert-Scale questions were added to get a feeling of the greenness of the participant. With 1 (strongly disagree) and 7 (strongly agree).

- I always actively purchase the most sustainable and green product.
- I do actively stand up for the environment.
- I do not actively take a stand against social injustice.
- I actively look for sustainable alternatives in order to make a difference.
- I always try to find a balance between sustainability, quality, status and price.

2. An extra question was added where the participants had to categorise their own reasons.

3. The given picture of the Fairphone, as can be seen in Figure 5.2, with additional information was hard to read on a Smartphone. Therefore a hyperlink to the website of Fairphone was presented next to the picture.

4. A short description of the vision of the company was added:

*Introducing the Fairphone 3, a phone for everyone who cares about how their products are made. It's got everything you'd expect from a great phone — and so much more. It improves the conditions of the people who make it and uses materials that are better for the planet. Accidents happen but that does not have to mean the end of your phone! Make it last longer with replaceable modules.*

**Fairphone 3**  
The phone that dares to be fair

Made with care for people and planet. It's got everything you'd expect from a great phone — and so much more.

**€450.00** incl. VAT [The Netherlands](#)

[Buy](#) [Local stores](#)

- Delivered within 5 – 7 days
- 2-year warranty included
- 14 days to return

FAIRTRADE GOLD

Get up to 40 euro cash back when you buy a Fairphone 3 and [recycle your phone](#) with us.

- Recycled and fair materials
- Modular and repairable design
- A commitment to fairness
- Easy to use Android 9
- Full-day battery life
- 12MP camera for quality photos
- 64GB internal storage
- 5.65 inch Full HD+

Figure 5.2 Information given to the participant regarding the Fairphone 3. [5]

### 5.3.3 Distribution

It was expected to have around 100 participants to fill out the survey. To make sure finding participants fitting the target group as described in Chapter 4, I have carefully selected channels to distribute my survey. The survey is for example shared within different companies like Patagonia, StudeerSnel and the OceanCleanUp. Next to that, I have used certain sustainable Facebook groups in the Netherlands and Germany. As a result 255 people participated in this survey. In Figure 5.3 an overview of the demographics of the participants can be found.

As can be seen in Figure 5.3, 69.8% of the participants does not own a Fairphone. Since they had to give multiple reasons why they would not purchase a Fairphone, a total of 470 reasons were given by this group. The participants owning a Fairphone provided me with 79 reasons. The participants who owned a Fairphone (but who are not using it nowadays) provided me with 26 reasons why they stopped using their phone.

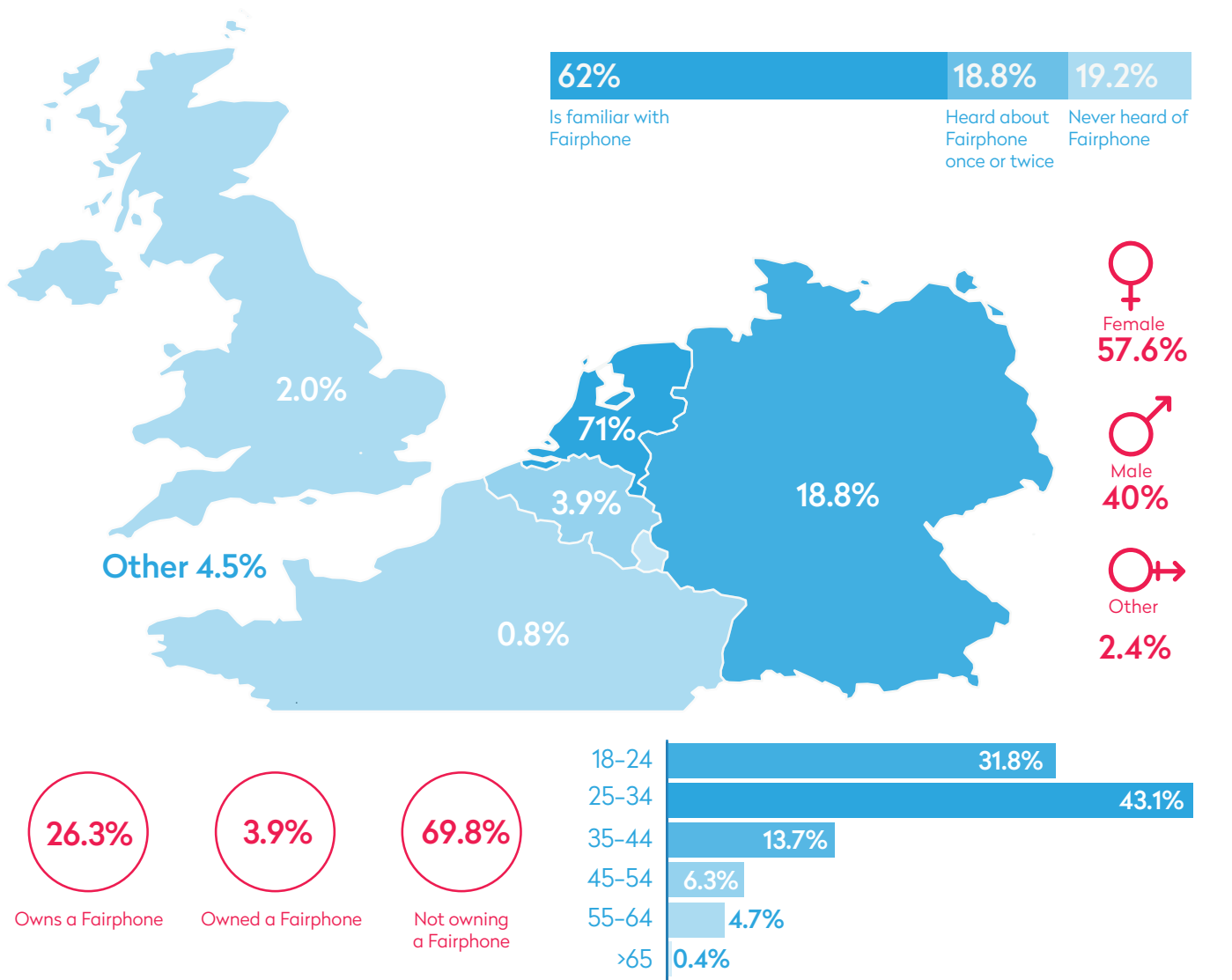


Figure 5.3 Demographics of the survey (n=255).

## 5.4 Processing

### 5.4.1 Reliability of the 'greenness' scale

As mentioned before in paragraph 5.3.2, the participants had to rate themselves on how green they try to behave. For participants this is really hard to determine and there is probably some bias involved when answering these scales since there is chance for socially desired answers. Next to that, people tend to compare themselves with others which of course is different per participant. Taking this information into account, we proceed with evaluating the greenness scale. To make sure there is a good internal consistency for the scales, Cronbach's alpha has been determined with the usage of SPSS. The total of five scales results in a value of  $\alpha=0.83$ .

Take a close look at this scale:

- I always try to find a balance between sustainability, quality, status and price.

This scale was included to more or less filter the dark green from the light green consumer. It was stated that light green consumers try to find a balance between these aspects, whereas dark green consumers always select the most sustainable option. However this scale was not clearly defined and if we calculate Cronbach's alpha without this scale, we get a higher consistency for the scales:  $\alpha=0.85$ . Therefore for determining the 'greenness' of the participant, we only look at the following scales:

- I always actively purchase the most sustainable and green product.
- I do actively stand up for the environment.
- I do not actively take a stand against social injustice.
- I actively look for sustainable alternatives in order to make a difference.

For scale number three the values had to be recalculated since this is a reversed-scale. An average of these four scales was calculated to determine the greenness of the participant. An overview of the definitions can be found in [Figure 5.4](#).



Figure 5.4 Greenness scale.

### 5.4.2 Clusters and Reasons

All the reasons given by the participants were labelled and clustered as can be seen in [Figure 5.5](#). A total of 71 labels has been defined, divided over 22 clusters. A list of all these labels and clusters can be found in [Appendix A](#).



Figure 5.5 Labelling and clustering the reasons of participants. My amazing desk at the office of Fairphone. Look at the view :)

## 5.5 Results

With defined labels and clusters, it is time to take a deeper look at the results. In this paragraph different findings will be discussed. First of all, we will take a look at the influence of certain segments that might have an effect on the greenness of the participant (5.5.1). Secondly, we will dive into reasons why non-Fairphone users are not purchasing a Fairphone today (5.5.2). The concerns of current Fairphone users will be discussed in [Appendix B](#). Within every paragraph, certain lead questions will be used for framing the results. The following insights will be discussed:

### 5.5.1 Green consumer behaviour

#### 5.5.1.1 What is the relation between the greenness and certain segments of participants?

- I. Fairphone owners consider themselves greener than non-Fairphone owners.
- II. Participants who are familiar with Fairphone consider themselves greener.
- III. Participants with a higher education level consider themselves greener.
- IV. Older participants consider themselves greener.

### 5.5.2 Non-Fairphone Users

#### 5.5.2.1 What could be reasons why consumers might not want to purchase a Fairphone?

#### 5.5.2.2 What is the difference in reasoning for **younger and older** non-Fairphone users?

- I. Younger participants find the technical specifications more important than older participants.
- II. Younger participants find the appearance of the Fairphone more important than older participants.
- III. Younger participants find a new smartphone brand unreliable, compared to older participants.
- IV. Older participants mentioned the unavailability of references more often than younger participants.
- V. Older participants do not know where to buy/test/feel a Fairphone compared to younger participants.
- VI. Older participants are less in need of a new smartphone compared to younger participants.

#### 5.5.2.3 What is the difference in reasoning for **male and female** non-Fairphone users?

- I. Males find the technical specifications more important than females.
- II. Males find the appearance of the Fairphone more important than females.
- III. Females are more in need of references and reviews.

#### 5.5.2.4 What is the difference in reasoning for **Dutch and German** non-Fairphone users?

- I. Dutch participants find the appearance of the Fairphone more important than German participants.

#### 5.5.2.5 What is the difference in reasoning for **neutral, light green and dark green** non-Fairphone users?

- I. Greener participants care less about the appearance of the Fairphone.
- II. Neutral participants find a new smartphone brand more unreliable, compared to green participants.
- III. Greener participants are less in need of a new smartphone.
- IV. Greener participants prefer other sustainable options.

5.5.1 Green consumer behaviour.

5.5.1.1 What is the relation between the greenness and certain segments of participants?

As described in paragraph 5.4.1, the participants can be divided in to three different green consumer levels (neutral, light and dark green). In this paragraph the following lead questions will be answered: What is the relation between the greenness and certain segments of participants? We take a look at the entire population (n=255) of the survey. The data provided us with four interesting insights.

**I. Fairphone owners consider themselves greener than non-Fairphone owners**

Within the group of participants owning a Fairphone, more dark green consumers are found. As can be seen in Figure 5.6, the mean is also significantly higher. This makes sense since many consumers purchase a Fairphone because of the Fairness of the smartphone.

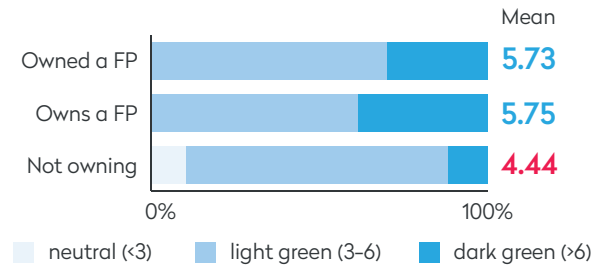


Figure 5.6 Owning a FP vs. Green consumption level.

**II. Participants who are familiar with Fairphone consider themselves greener**

Consumers who are familiar with Fairphone consider themselves greener than people who came across it once or twice or never heard of it. Which can be seen in Figure 5.7. Apparently green consumers are more aware of green alternatives like Fairphone. This also indicates that the brand awareness amongst green consumers is indeed much higher than amongst the less green consumers.

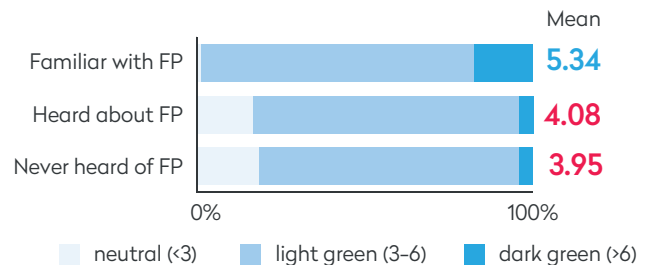


Figure 5.7 Familiarity with FP vs. Green consumption level.

**III. Participants with a higher education level consider themselves greener**

This insight resonates with findings from Gilford & Nilsson (2014). Next to that, the results are aligned with results from a Post-Purchase survey of Fairphone (2020) as can be seen in Figure 5.8.

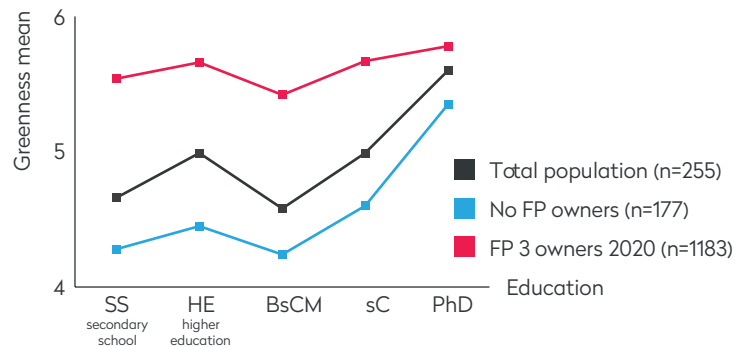


Figure 5.8 Level of education vs. Green consumption level.

**IV. Older participants consider themselves greener**

The participants' age has a correlation with the greenness. It was found that younger participants consider themselves less green then older participants. This result aligns with the results from a Post-Purchase survey\* of Fairphone (2020) as can be seen in Figure 5.9. However, some researchers point out that there is no correlation between the age and the 'greenness' of consumers, while others argue that it has a positive (or a negative) correlation. Appendix C provides a discussion about the correlation between age (and education) and green consumerism.

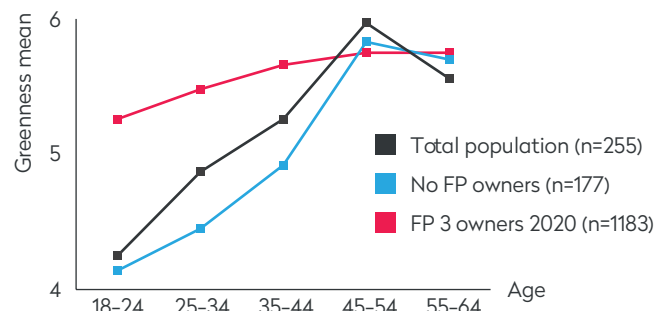


Figure 5.9 Age vs. Green consumption level.

\*Disclaimer: this survey uses different scales.

## 5.5.2 Non-Fairphone users

### 5.5.2.1 What could be reasons why consumers might not want to purchase a Fairphone?

In this paragraph the following question will be answered: What could be reasons why consumers might not want to purchase a Fairphone. We only look at the participants who never owned a Fairphone (n=177) which provided 470 reasons to not purchase a Fairphone categorised in 20 clusters. In the next paragraphs, we compare different consumer segments with each other and try to find certain differences. [Figure 5.10](#) provides an overview of the clusters of reasons consumers mentioned. An overview of specific reasons per cluster can be found in [Appendix A](#).

As can be seen in [Figure 5.10](#), the main reason for consumers to not purchase the Fairphone is because it is too expensive. 20.2% of all the reasons given were about the fact that consumers believe that 450 euros is too much for the Fairphone. Within this group some say that 450 euros is just too much for any smartphone, while others believe that the value for money is not aligned. 13.4% of the reasons were related to the lack of technical specifications of the Fairphone. Consumers believe the quality of the camera is not sufficient, or they prefer another processor. [Figures 5.11](#) illustrates some barriers given by consumers.

16.4% of the reasons concerned the appearance of the Fairphone. They mostly mentioned the bulky design, big size and thickness as reasons to not purchase a Fairphone. Other consumers mentioned (11.5%) that they are used to established smartphone brands. Most of them were used to the compatibility of the iOS ecosystem or were just used to the user-friendliness of the iPhone. 4.5% mentioned that they do not like the Android Operating System at all.

With a new smartphone brand, teething problems are expected and consumers are not sure about the quality. They argued that a new smartphone brand is unreliable (8.5%). 4.7% of the reasons were related to the fact that consumers were in

need of references and recommendations from people around them and/or online reviews. They also mentioned a wish for comparing the Fairphone with other smartphones.

Some consumers simply had no need for a new smartphone because they just bought one or they received a smartphone from their employer. Others have doubts about the modular system and they believe that modularity decreases the durability of the Fairphone, or they believe that certain components of the Fairphone are not future proof (there is a wish to replace the core-module for example). It is unknown for some consumers where they can test, buy and feel a Fairphone. Other consumers heard negative reviews and experiences about Fairphone from people around them or online. Critical consumers are sceptical about the actual Fairness of Fairphone and want to research that, while others believe that there is a need for an improved warranty which aligns with the concept of Fairphone which is keeping your phone as long as possible.

For some consumers it was not clear that it is possible to combine the Fairphone with their current subscription. A few consumers expressed a need for a service model (leasing for example). Another important reasons to not purchase a Fairphone is doubts about the compatibility of the Fairphone with other products (speakers, watches, headphones etc.).

Cluster	amount	% of total
Fairphone is too expensive	95	20.2%
Consumers do not like the appearance of the Fairphone	77	16.4%
Fairphone lacks technical specifications	63	13.4%
Used to established smartphone brands	54	11.5%
Consumers find a new smartphone brand unreliable	40	8.5%
References and recommendations are needed	22	4.7%
Android Operating System	21	4.5%
No need for a new smartphone	17	3.6%
Doubts with the modular system	16	3.4%
Unknown where consumers can test, feel and buy a Fairphone	13	2.8%
Consumers heard negative reviews and experiences	12	2.6%
Preference for other sustainable alternatives	12	2.6%
No subscription/service model available	8	1.7%
Consumers want to research actual fairness of Fairphone	5	1.1%
Compatibility of other products with Fairphone	4	0.9%
Need for an improved warranty	3	0.6%
Not available outside Europe	3	0.6%
Fairphone lovers (compliments)	2	0.4%
Where to go with problems?	2	0.4%
You need to explain to people why you have it	1	0.2%
<b>Total</b>	<b>470</b>	<b>100%</b>

**Figure 5.10** Clusters of reasons of consumers why they might not purchase a Fairphone.

# Reasons for not purchasing a Fairphone.

Fairphone lacks technical specifications (13.4%)



Samsung A50  
€ 298



Fairphone 3  
€ 450



Samsung A50

Fairphone 3

Used to established smartphone brands (11.5%)

Fairphone is too expensive (20.2%)

Consumers do not like the appearance of the Fairphone (16.4%)



Preference for other sustainable alternatives (2.6%)

Figure 5.11 Reasons of consumers why they might not purchase a Fairphone.<sup>[6-8]</sup>

### 5.5.2.2 What is the difference in reasoning for younger and older non-Fairphone users?

In this paragraph, the following lead questions will be answered: What is the difference in reasoning for younger and older non-Fairphone users. We only look at the participants who never owned a Fairphone (n=177) which provided 470 reasons to not purchase a Fairphone categorised in 20 clusters. The data provided us with six interesting insights.

#### I. Younger participants find the technical specifications more important than older participants

As can be seen in Figure 5.12, younger participants find the lack of specifications more often a barrier, compared to the older participants. Next to that, the younger groups have more specific wishes for certain technical specifications like storage or the quality of the display. However, the quality of the camera is a barrier for all age groups.

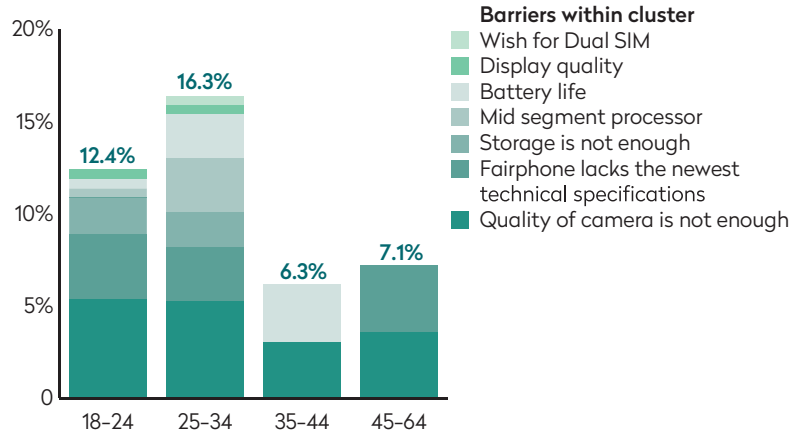


Figure 5.12 Younger participants find the technical specifications more important than older participants.

#### II. Younger participants find the appearance of the Fairphone more important than older participants

As can be seen in Figure 5.13, younger participants find design aspects of the Fairphone more often a reason to not purchase a Fairphone compared to older participants. The age group 25-34 provided 208 reasons to not purchase a Fairphone. 20.7% of these reasons were related to the design aspects of the Fairphone. Participants do not find the design of the Fairphone appealing and believe it is too big and too thick. Next to that, there is a wish for different colours. However, the size of the Fairphone is a barrier for all age groups.

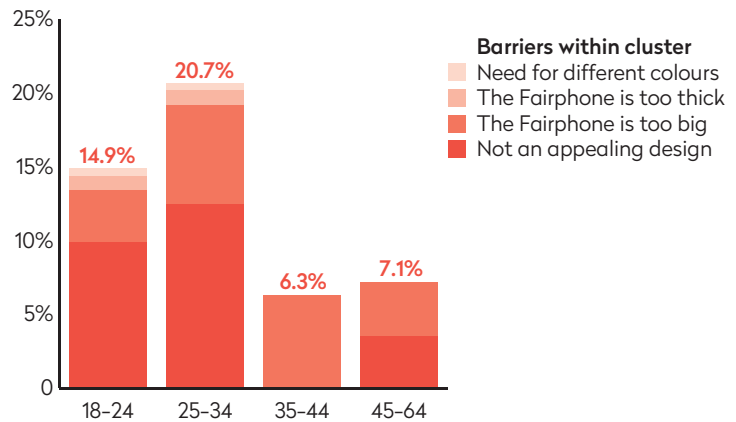


Figure 5.13 Younger participants find the appearance of the Fairphone more important than older participants.

#### III. Younger participants find a new smartphone brand unreliable, compared to older participants

The younger participants have their doubts about the quality of the Fairphone since it is a brand that they are not familiar with. They expect teething problems and they believe it is inferior to existing smartphone brands. Older participants hardly mentioned that they believe a new smartphone brand is unreliable as pictured in Figure 5.14.

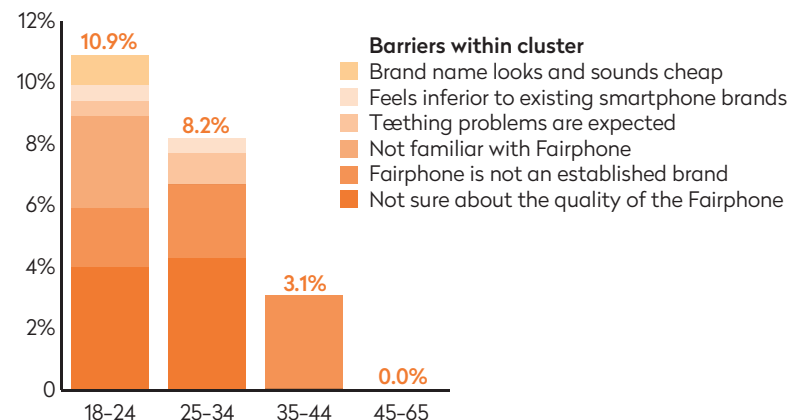
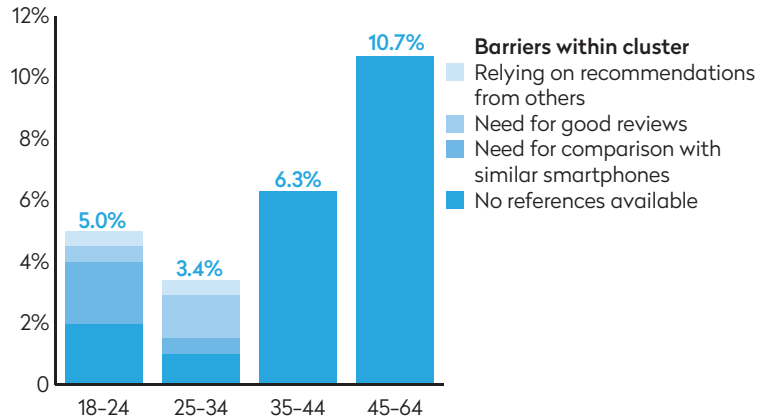


Figure 5.14 Younger participants find a new smartphone brand unreliable, compared to older participants.



#### IV. Older participants mentioned the unavailability of references more often than younger participants

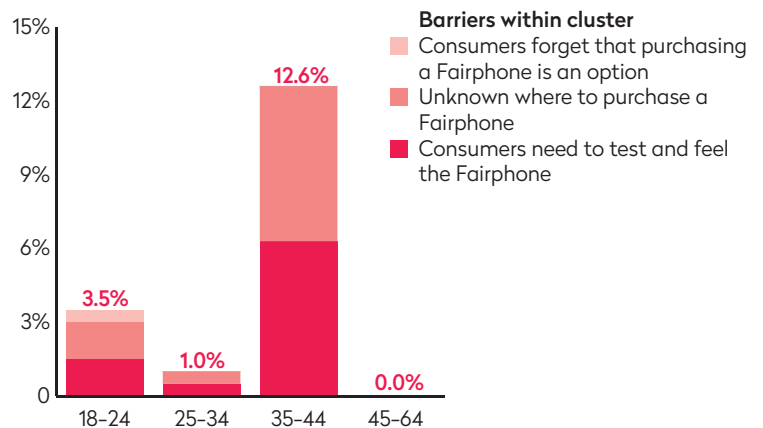
As can be seen in [Figure 5.15](#) the older participants mentioned that they believed there were no references available. They probably rely on recommendations and reviews in their personal network rather than online reviews. This is something that Fairphone definitely needs to improve on.



**Figure 5.15** Older participants mentioned the unavailability of references more often than younger participants.

#### V. Older participants do not know where to buy/test/feel a Fairphone compared to younger participants

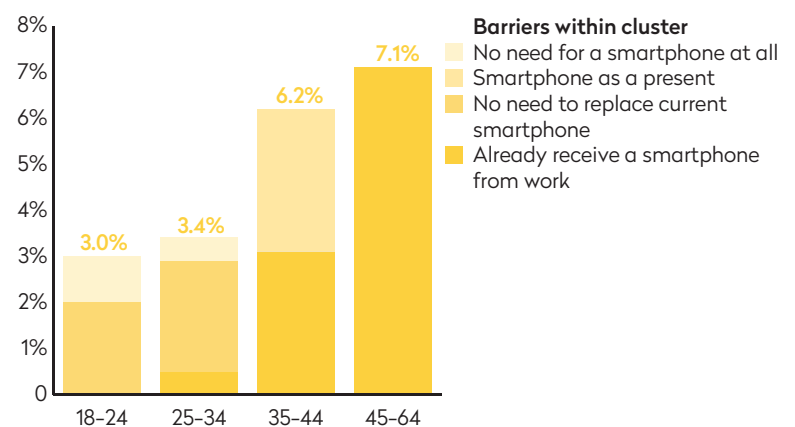
[Figure 5.16](#) illustrates that older consumers are more in need to test and feel the Fairphone. Next to that, they do not know where to purchase a Fairphone. Probably the older participants are less comfortable with ordering a smartphone online and prefer a physical store instead. They need to know that the Fairphone is available in brick and mortar stores.



**Figure 5.16** Older participants do not know where to buy/test/feel a Fairphone compared to younger participants.

#### VI. Older participants are less in need of a new smartphone compared to younger participants

Older participants sometimes receive a smartphone from work and therefore are not in need of a new smartphone. Next to that, they do not need to replace their current smartphone. Interestingly, as can be seen in [Figure 5.17](#), some younger participants do not need any smartphone at all.



**Figure 5.17** Older participants are less in need of a new smartphone compared to younger participants.

### 5.5.2.3 What is the difference in reasoning for male and female non-Fairphone users?

In this paragraph, the following lead questions will be answered: What is the difference in reasoning for male and female non-Fairphone users. We only look at the participants who never owned a Fairphone (n=177) which provided 470 reasons to not purchase a Fairphone categorised in 20 clusters. The data provided us with three interesting insights.

#### I. Males find the technical specifications more important than females

Of all the reasons given by males, 16.9% were related to the lack of the technical specifications of the Fairphone. Compared to 11.5% by females, it could be stated that males find the technical specifications more important than females. As can be seen in Figure 5.18, females mentioned the quality of the camera slightly more than males. Next to that, the male participants also mentioned that they had an interest in the newest technical specifications.

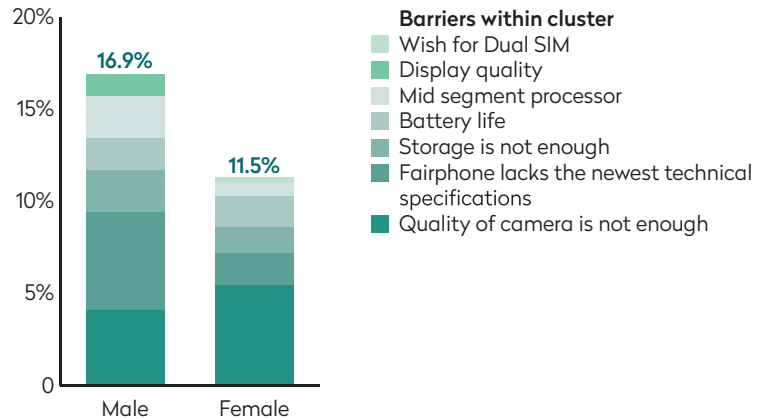


Figure 5.18 Males find the technical specifications more important than females.

#### II. Males find the appearance of the Fairphone more important than females

As can be seen in Figure 5.19, males find the appearance of the Fairphone more important than females. Both males and females believe the design is not appealing and it is too thick. Next to that, the Fairphone is too big and there is a need for different colours.

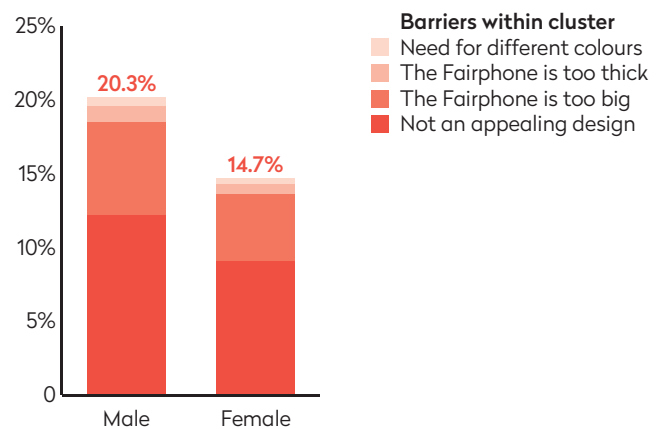


Figure 5.19 Males find the appearance of the Fairphone more important than females.

#### III. Females are more in need of references and reviews

Figure 5.20 illustrates that only 1.2% of all the reasons given by males were related to a lack of reviews or references. Females mentioned it more often (7.0%) and are clearly in need of recommendations and reviews. They indicate that there are no references available which indicates that they are not familiar with all the ‘techy’ websites with smartphone reviews. Fairphone should find a way to provide females with reviews about the Fairphone 3 and therefore new channels are needed to reach more females.

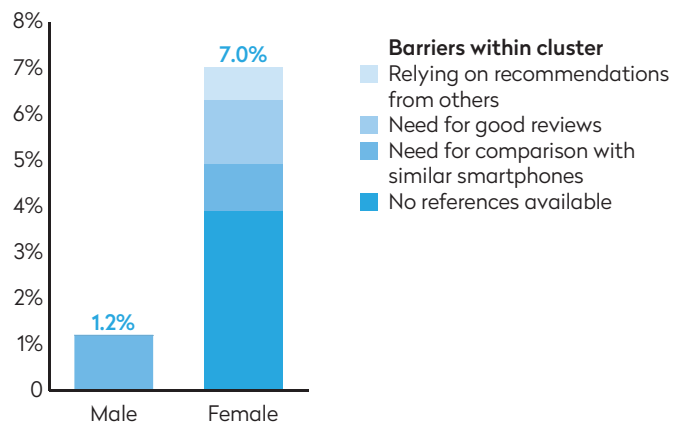


Figure 5.20 Females are more in need of references and reviews.

#### 5.5.2.4 What is the difference in reasoning for Dutch and German non-Fairphone users?

In this paragraph, the following lead questions will be answered: What is the difference in reasoning for Dutch and German non-Fairphone users. We only look at the participants who never owned a Fairphone (n=177) which provided 470 reasons to not purchase a Fairphone categorised in 20 clusters. The data provided us with one interesting insight.

##### I. Dutch participants find the appearance of the Fairphone more important than German participants

Figure 5.21 shows that consumers from the Netherlands care more about the appearance of the Fairphone than German participants. 17.5% of all the reasons not to purchase a Fairphone given by the Dutch, were related to the design of the Fairphone. They believe for example that the design is not appealing and that it is too big or too thick.

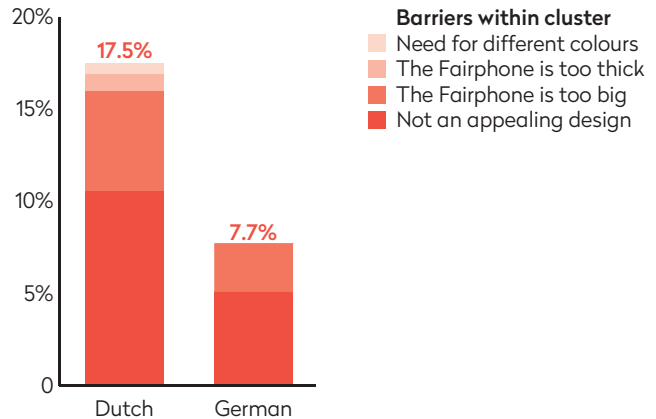


Figure 5.21 Dutch participants find the appearance of the Fairphone more important than German participants.

#### 5.5.2.5 What is the difference in reasoning for neutral, light green and dark green non-Fairphone users?

In this paragraph the following lead questions will be answered: What is the difference in reasoning for neutral, light green and dark green non-Fairphone users. We only look at the participants who never owned a Fairphone (n=177) which provided 470 reasons to not purchase a Fairphone categorised in 20 clusters. The data provided us with four interesting insights.

##### I. Greener participants care less about the appearance of the Fairphone

As can be seen in Figure 5.22 neutral participants provide more reasons (19.1%) to not purchase a Fairphone which are related to the design of the Fairphone. For light green consumers, 16.7% of the total amount of reasons were related to the design, and for dark green consumers the number is 12.1%. This could be a result of the fact that greener consumers care less about the design, as long as the product is green. However, dark green consumers believe the Fairphone is too big.

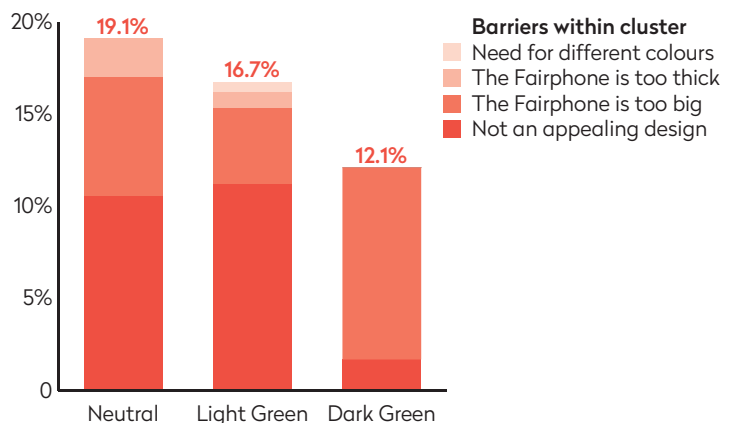


Figure 5.22 Greener participants care less about the appearance of the Fairphone.

## II. Neutral participants find a new smartphone brand more unreliable, compared to light and dark green participants

Neutral participants are not sure about the quality since Fairphone is not an established brand. They also mention that they are not familiar with Fairphone and that is a big reason to not purchase the Fairphone. As you can see in Figure 5.23, dark green consumers do not mention any quality doubts. They only expect some teething problems. Green consumers have probably heard more about Fairphone and they perceive Fairphone as a mature and reliable company.

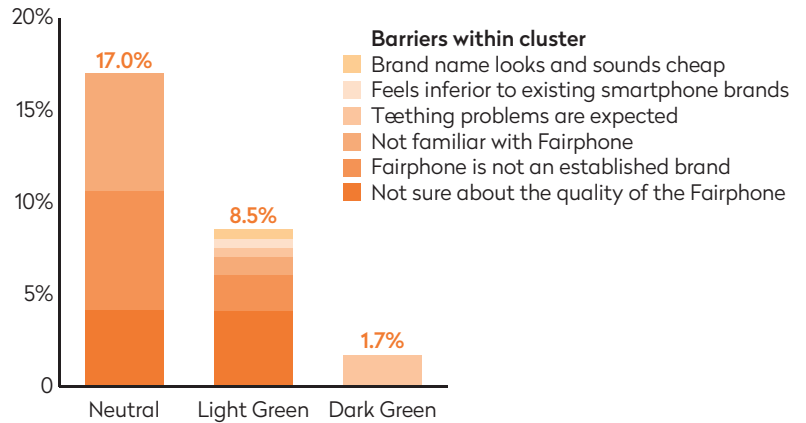


Figure 5.23 Neutral participants find a new smartphone brand more unreliable, compared to light and dark green participants.

## III. Greener participants are less in need of a new smartphone

As can be seen in Figure 5.24, dark green consumers mention that they have no need to replace their current smartphone or they mention that they do not need a smartphone at all. 8.6% of all their reasons given were related to this topic, while neutral consumers never mentioned it. Greener consumers tend to keep their current products longer in use which perfectly fits the vision of Fairphone.

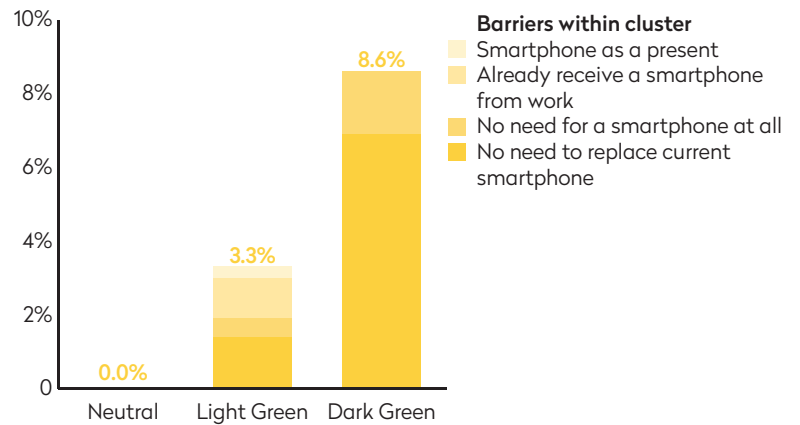


Figure 5.24 Greener participants are less in need of a new smartphone.

## IV. Greener participants prefer other sustainable options

Figure 5.25 illustrates that dark green consumers prefer other sustainable options instead of purchasing a new Fairphone. They prefer second-hand or refurbished phones. Moreover, they prefer to use their current phone for a very long time. Again, these reasons were only mentioned by light and dark green participants. Neutral participants never mentioned it.

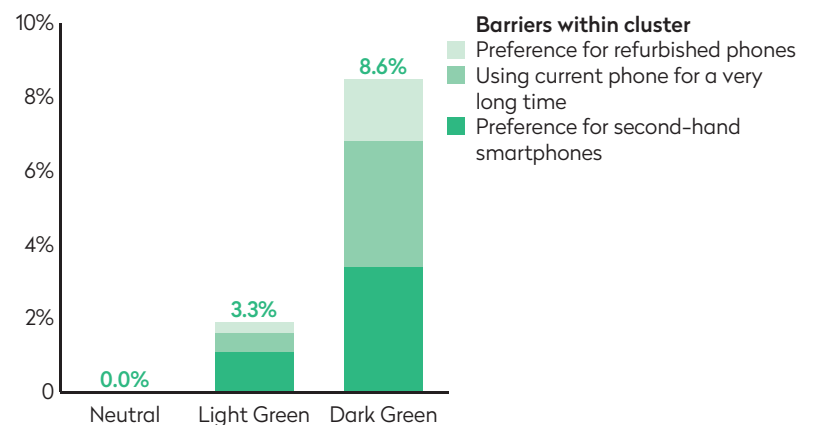


Figure 5.25 Greener participants prefer other sustainable options.

## 5.6 Discussion

This survey researched reasons for consumers to not purchase a Fairphone. The main goal was to get a first understanding of different reasons that consumers could have. Every participant was asked to provide a minimum of one and a maximum of three reasons. In total 255 participants filled out the survey and in total they provided us with 664 reasons to not purchase a Fairphone. If we only asked for one reason, the results would be different since most people would mention price or quality as their first reason to not purchase a Fairphone. By asking for three reasons, we force the participants to think deeper for new reasons, which could lead to new insights for Fairphone. The participants provided 2.6 reasons on average. Since participants hardly mentioned the same reason twice, a cluster is mentioned by all participants if it has a score of 39.6% of all the reasons (255 participants divided by 664 reasons).

During the process of labelling and clustering the reasons of the participants, it is hard to categorise certain reasons. Take for example the reason: Price. It is assumed that a customer believes that 450 euros is too much money for the Fairphone. However, it could also mean that 450 euros is too much for a smartphone at all. Or there might be a deeper layer that it is too much money for an unknown brand. Therefore, the quantification of all the reasons and clusters could be slightly disputable. To get a deeper understanding of the reasons given by participants, interviews need to be conducted.

Figure 5.2 pictures the information that participants found when making the survey. While creating the survey, a trade-off was made between the information given and the time it took to digest it. This probably means that some participants did not fully understand the Fairphone concept. The survey provided a hyperlink to the Fairphone website with more information, but not every participant used this opportunity. When consumers would purchase a new smartphone, they would probably take more time for researching technical specifications, reviews and unboxing video's. If the survey provided more information about the Fairphone concept, some reasons were probably not given at all. One participant for example mentioned a need for dual SIM functionalities, which is a standard feature in the Fairphone.

Paragraph 5.4.1 introduces a 'Greenness scale' which determines the green consumption level of the participants. This should be used as an indication and not as a scientifically proven scale. The scales used in the survey, were merely developed for this survey. As described in Appendix C, it is hard to determine the greenness level of a consumer. There is also a chance for bias while answering the question regarding sustainability and social justice. Despite this criticism, it can still be used for

some superficially interesting thoughts. A recommendation for a new survey would be to make use of existing scales.

As can be seen in Figure 5.3, just a few people above 45 (11.4%) participated in this research. The majority of the participants (43.1%) has an age between 25 and 34. Therefore the conclusions regarding the different age groups are of course not fully proven. However, they serve as inspiration for Fairphone and could be used as an indicator. A new research should confirm the findings regarding the older age groups.

Some participants mentioned that they believed the appearance of the Fairphone was not appealing. It was concluded that younger consumers believed the design is less important compared to younger consumers. Next to that, Dutch found it more important than Germans and males found it more important than females. Because of these correlations you might think that many old female German participants filled out the survey. This is partially true. Let's first look at the age of the participants in relation to the gender. 57% of the younger participants is female compared to 65% of the older participants, which is not necessarily very far apart. However, if we look at the Nationality in relation to the age of the participants, we can conclude that there were relatively more older German participants. 39% of the older participants are Germans compared to 18% of the younger participants. Therefore, we must be careful to generalise the findings of this survey. A new survey should be conducted with much more participants to take out these discrepancies.

## 5.7 Conclusions

The survey started off with three goals. Firstly, understand the reasons why consumers might not want to purchase a Fairphone (A). Secondly, understand concerns that current Fairphone users had, while purchasing and using their Fairphone (B). And finally, to get a list of potential interviewees (C).

A total of 71 different reasons were given which were categorised in 20 clusters. Appendix A provides a clear overview of all the reasons and clusters. 470 different reasons were given by non-Fairphone owners and current Fairphone owners mentioned 165 concerns they had while purchasing their Fairphone which are described in Appendix B. Most concerns given by the Fairphone owners correspond to the barriers for non-Fairphone owners. These participants already convinced themselves to not worry too much about certain aspects of the Fairphone and just purchase it. It would be interesting to ask them how they convinced themselves. 71 participants are available for follow-up interviews. This will make it possible to further examine the barriers and correlations that have been mentioned in this chapter.

# chapter 5

## Summary | Discover | Survey

### 5.8 Key insights

- There are many barriers for consumers for not buying a Fairphone and this varies from person to person. In total 71 reasons were found.
- Many consumers have heard negative experiences from people with a Fairphone.
- Males and younger participants find the technical specifications more important than females and older participants.
- Greener participants care less about the appearance of the Fairphone.
- Older participants mentioned the unavailability of references more often than younger participants.
- Younger participants find a new smartphone brand unreliable, compared to older participants.
- Older participants do not know where to buy/test/feel a Fairphone compared to younger participants.
- Greener participants prefer other sustainable options like refurbished or second-hand phones.
- Some consumers forgot about Fairphone while buying a new phone.

**Costs**  
**Appearance**  
**Lack of tech specs**  
**Prefer established brands**  
**New brand unreliable**

Reviews needed

Android

No need for a new one

Doubts modularity

Unknown where to test

### 5.9 What's next?

71 different barriers are identified, divided into 20 clusters. This survey shows clear differences between certain demographics. However, this survey does not show why these differences exist. Moreover, I am also curious to see which barriers are crucial and which are not. Perhaps with that extra information, new clusters can be formed. The survey provides a good basis for understanding the barriers, but I would like to go a little more into detail in order to have a super clear overview of all the barriers.

Based on their survey results, I will invite some participants for an interview. As these consumers have taken time to complete the survey, they might have creative ideas on how Fairphone can improve. Therefore, next to probing the barrier, I will also ask how we can possibly solve that barrier. Exciting things are coming up.

# chapter 6

## Empathise

### Interviews

*The survey provided many reasons why consumers might not purchase a Fairphone. There are even differences between certain demographics. The survey did not provide enough information to explain these differences and conducting semi-structured interviews will help to get a better understanding. It will also help in distinguishing crucial from non-crucial barriers. Based on that information, new clusters of barriers can be formed. And whilst I am talking to the consumer, I can always ask him or her on what Fairphone needs to improve to trigger some barriers.*

#### 6.1 Goals

The following four goals have been set for the semi-structured interviews:

- A. Get an understanding of the benefits consumers see in Fairphone. ([Appendix G](#))
- B. Get a deeper understanding of concerns current Fairphone users had while purchasing their Fairphone. ([Appendix G](#))
- C. Get a deeper understanding of why consumers might not want to purchase a Fairphone. (paragraph 6.6)
- D. Identify opportunities which could trigger consumers to purchase a Fairphone. (paragraph 6.6)

#### 6.2 Method

The purpose of interviewing is to allow us to 'enter the other person's perspective' (Patton, 2002). The research has been done using semi-structured interviews. To guide the interviews, an interview guide was created which can be found in [Appendix D](#). The interview started with an introduction to the research. Secondly, questions were asked about the conscious consumption in the consumer's daily life. Thirdly, their smartphone usage with their current smartphone was shortly discussed. Fourthly, the reasons (they gave during the survey) why they would not purchase a Fairphone were probed. And finally, we have been brainstorming for triggers to overcome the barriers.

The interviews were recorded and then reheard. The important remarks have been noted down, as can also be read in [Appendix E](#). Interesting remarks that were related to a certain cluster were coded with the help of Microsoft Excel. Subsequently, relevant insights and patterns were assessed for each cluster. This allowed us to delve into the statistically relevant results of the survey as described in chapter 5.

#### 6.3. Setup

71 participants of the survey indicated their availability for a follow-up interview. Based on their answers and their demographics, 40 participants were invited for an interview. 75% of them responded to the invitation email which provided 30 participants in total for the interviews. An overview of the demographics can be found in [Figure 6.1](#). A video-interview lasted around 25 minutes and participants received a Fairphone Doppler for participating.

The survey showed demographical differences between light and dark green consumers. During the interviews characteristics of these groups were questioned in order to get a better picture of these groups. In addition, the greenness scale of the survey was checked to see if it really matches the perception of the participants. These results are described in paragraph 6.4.

During the interviews we also briefly discussed smartphone use. Interesting, but not directly relevant, insights can be read in [Appendix F](#). This appendix provides an overview on how the participants currently deal with his/her smartphone.

The survey provided 20 different clusters of reasons. Each participated will be probed about a different set of clusters related to his or her survey results. 17 out of the 20 different clusters were covered during the interviews. The following clusters were missing since these consumers did not sign up for the interviews:

- Not available outside Europe (0.6%)
- Fairphone lovers (0.4%)
- You need to explain to people why you have it (0.2%)

The remaining 17 clusters were probed and the results can be found in paragraph 6.5.

### 6.4. Conscious consumers

#### I. Light green consumers: Many small choices, a few radical ones

All the participants indicated that they find it important to live consciously. The lighter green consumers mentioned that they eat less meat, try to reduce their usage of plastics, separate their garbage, purchase second-hand products and shower less. However, they also indicate that they try to consume consciously, but they often fall for the cheaper options. Others indicate that they find it hard to take responsibility or they believe that in order to make a big change, action from politicians is needed. One participant sums it up: *‘Many small choices, a few radical ones.’* Purchasing a Fairphone is too big of an impact, some would rather change other things.

#### II. Dark green consumers: TreeHugger of the family

Dark green consumers indicate that they do not mind sacrificing for sustainability. They for example do not fly anymore or participate in all sorts of waste challenges. They prefer durable cotton, vegan, local, organic and participated in the climate March. One participant indicated herself as the *‘TreeHugger of the family’*. Dark green consumers are more aware of companies and initiatives regarding sustainability like for example: iFixit, Too-good-to-go and Olio.

#### III. Consumers do not exactly know how to consume consciously with their electronics

Both light and dark green consumers indicated that it is still hard to escape the current consumption system. They also indicate a preference for local products and are influenced by documentaries about for example the clothing industry. Fair and sustainable clothing was mentioned a lot. During online shopping, participants actively look for sustainable and fair products or they check the Transparency Index. However, most participants indicate that they have no idea if electronics are fair or not.

#### IV. The self-developed greenness scale is not holy

Despite some differences between light and dark green consumers, there were some exceptions. Some participants ranked themselves as a dark green consumer but explained during the interview that they always prefer the cheapest option. While other participants ranked themselves as light green consumer but explained to always prefer the most sustainable option, no matter what. This could be for example because the people around you influence the way you look at yourself regarding sustainability.

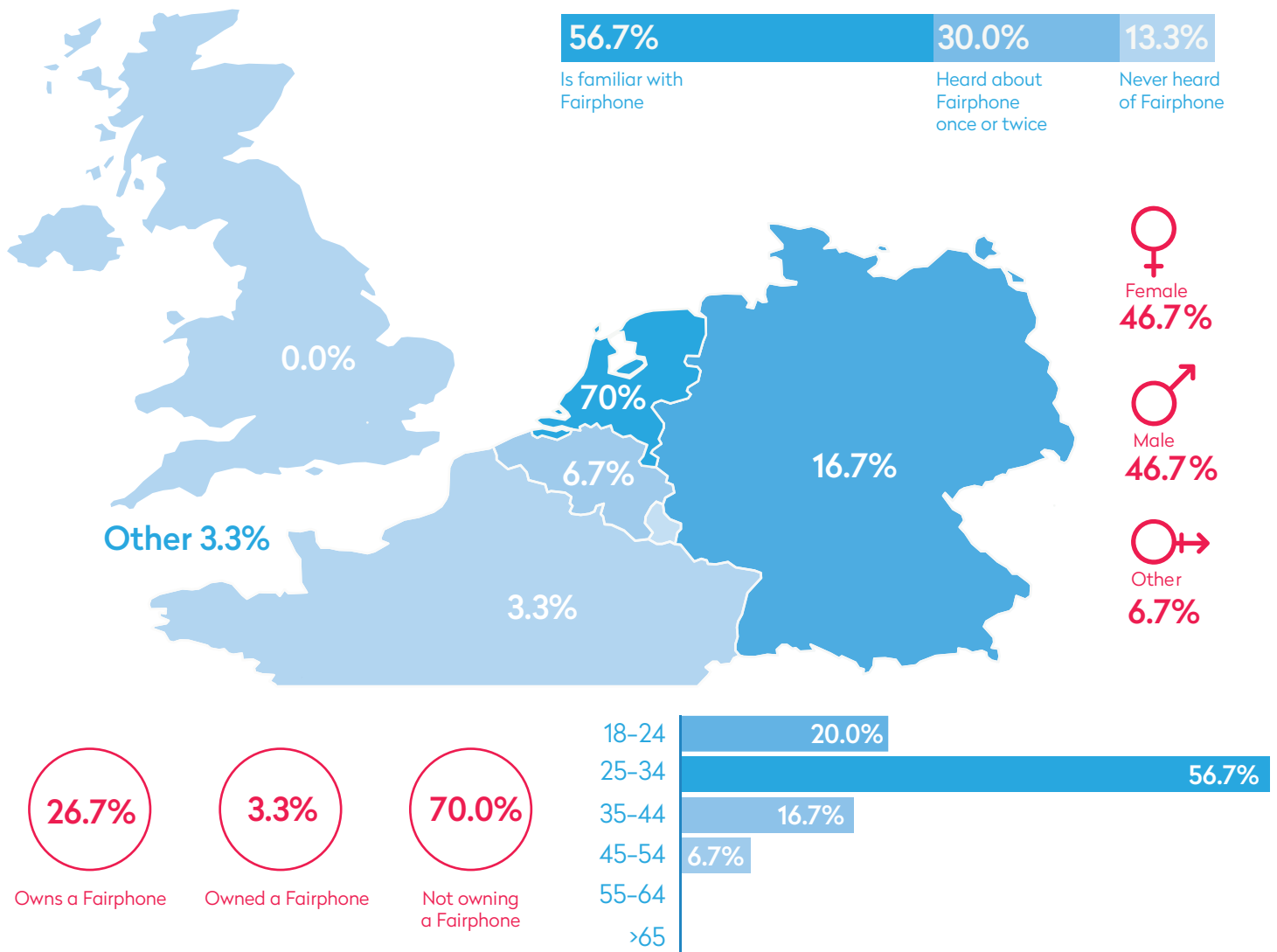


Figure 6.1 Demographics of the semi-structured interviews (n=30).



### 6.5 Barriers for non-Fairphone owners

As discussed in chapter 5, the survey provided many reasons why consumers might not want to purchase a Fairphone. All these reasons were categorised in 20 clusters as can be seen in Figure 6.2. This table explains which paragraph is related to which cluster. These paragraphs provides a deeper understanding of the different clusters of barriers and provides some interesting opportunities for Fairphone to trigger these barriers. Appendix E provides the minutes of the conducted interviews.

Par	Cluster	%
6.5.1	Fairphone lacks technical specifications	13,4
6.5.2	Consumers do not like the appearance of the Fairphone	16,4
6.5.3	References and recommendations are needed	4,7
6.5.4	Consumers find a new smartphone brand unreliable	8,5
6.5.5	Unknown where consumers can test, feel and buy a Fairphone	2,8
6.5.6	Preference for other sustainable alternatives	2,6
6.5.7	Fairphone is too expensive	20,2
6.5.8	Consumers heard negative reviews and experiences	2,6
6.5.9	Android Operating System	4,5
6.5.10	Compatibility of other products with Fairphone	0,9
6.5.11	Consumers want to research actual fairness of Fairphone	1,1
6.5.12	No need for a new smartphone	3,6
6.5.13	Used to established smartphone brands	11,5
6.5.14	Doubts with the modular system	3,4
6.5.15	Where to go with problems?	0,4
6.5.16	No subscription/service model available	1,7
6.5.17	Need for an improved warranty	0,6
n/a	Not available outside Europe	0,6
n/a	Fairphone lovers (compliments)	0,4
n/a	You need to explain to people why you have it	0,2

Figure 6.2 Where can I find which cluster?

Moreover, during the survey it was found that some barriers were related to certain demographics like age or gender. These differences were probed during the interviews and the results are portrayed in the paragraphs 6.5.1 – 6.5.6. Figure 6.3 shows how to read these paragraphs. The upper box provides the cluster name. And below you will find the statements regarding the demographics. Below the demographical values you will find the insights gathered from the interviews followed by a final conclusion based on both survey and interview data.

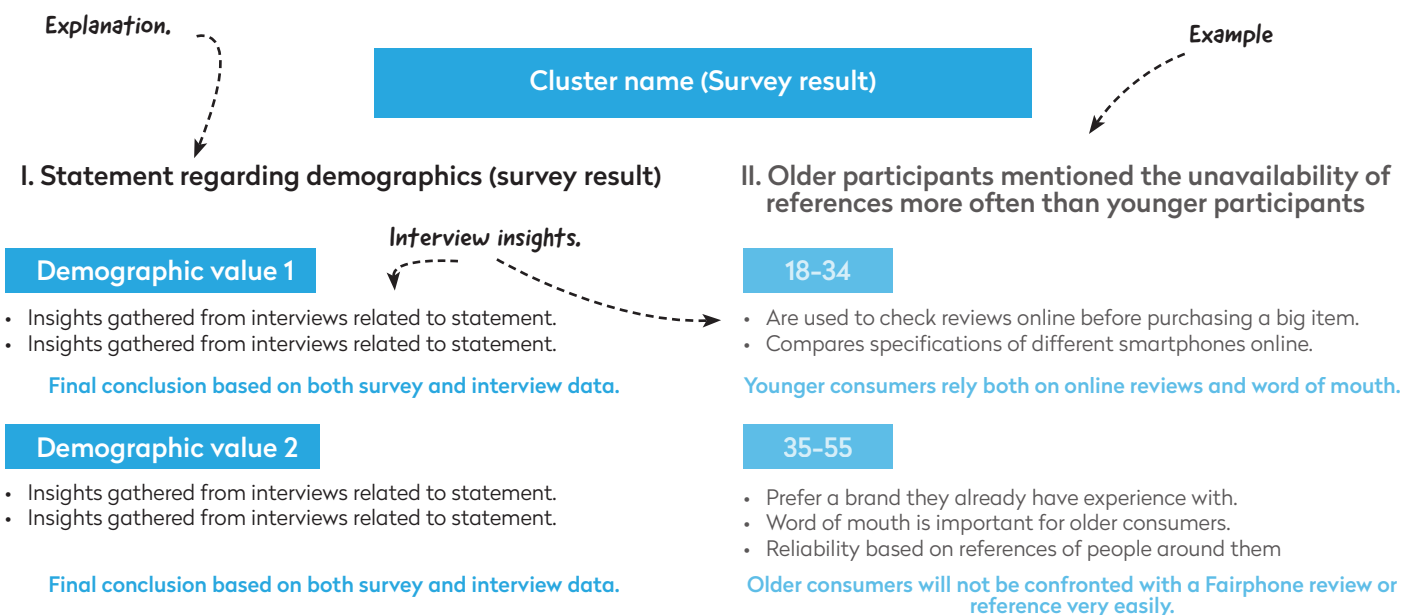


Figure 6.3 Reader guide on how to read the paragraphs 6.5.1 – 6.5.6.

### 6.5.1.1 Fairphone lacks technical specifications

According to the survey results, a major barrier for consumers to not purchase the Fairphone is the lack of technical specifications. It was found that younger participants find the technical specifications more important than older participants and that males find the technical specifications more important than females. This insight is confirmed during the interviews and the differences between the groups can be found in [Figure 6.4](#). Males are more aware of the technical specifications of a smartphone, while females are more looking for functionalities. They are less known with the smartphone jargon. Some males even repaired other smartphones before. Next to that, older participants are more in need of user-friendliness than in specific technical specifications. Fairphone might need to address the different groups with different communication styles. Show older consumers the benefits of a Fairphone, while showing all the technical details to male consumers. Apple for example, presents the benefits of their iPhones instead of the specific

details. Perhaps that might be one of the reasons why many female customers prefer an iPhone. They just understand that message better.

### 6.5.1.2 Opportunities

For consumers who are interested in the technical specifications, it might be interested to think about developing a Flagship smartphone. A Fairphone with great specs, which will be relevant in the coming years. Next to that, there is a need for a unique feature. Somehow, the reparability is not considered unique enough. For the development of the Fairphone 4, QI charging and a 5G-compatibility are must-haves if Fairphone wants to compete with existing smartphones. Many consumers wish to have different options for their smartphone. They would love to personalise or upgrade their current Fairphone with new modules. Moreover, it might be interested to work on an e-ink display or offer co-branded modules (a JBL-speaker module).

## Fairphone lacks technical specifications

### I. Males find the technical specifications more important than females

#### Males

- Believe that the technical specifications of the Fairphone needs to be improved.
- Some know precisely what they need: 5G, USB-C, Full HD Oled, External SD-card, Dual-SIM etc.
- More familiar with smartphone jargon.
- Males look more at specifications, females more at functionalities.
- Often looking for unique functionalities. (Tele-lens, fish eye etc.)
- Are more likely to give unknown brands a chance.

**In order to convince more males, the specifications will have to be upgraded. Either new modules, or a flagship Fairphone.**

#### Females

- Some female participants did not know what particular smartphone they had today.
- Mainly have general needs in terms of camera, battery life and storage. It just has to be good.
- They hardly use technical terms for specifications.
- User-friendliness is important.
- More likely to believe that every phone nowadays has enough storage, a good display and camera.
- More likely to choose a brand with which they already have experience.

**It must be clear to females that the phone is reliable and that you can do the things that you need.**

### II. Younger participants find the technical specifications more important than older participants

#### 18-34

- Select a phone according to specifications.
- They are looking for unique functionalities in a smartphone.
- For some, the camera is only important.
- The Fairphone needs to be improved regarding the technical specifications.

**For younger people, the unique functionality will have to be emphasised more and a better camera will have to be developed.**

#### 35-55

- User-friendliness is the most important wish for older participants.
- They are less familiar with the technical terms of a smartphone.
- They are just looking for a phone that performs well, is stable and will lasts long.

**We could serve the older people better if we focused more on the user-friendliness of the functionalities.**

Figure 6.4 Fairphone lacks technical specifications. Interview insights per age group and gender.

**'Either you make sure you are an incredibly good phone that is really a competitor of the latest Samsung. Or stay a mission and tell your story.'**

### 6.5.2.1 Consumers do not like the appearance of the Fairphone

The survey showed that some consumers do not like the appearance of the Fairphone. Most of them say that the device is too big or too thick. Next to that, the design in general is not appealing and there is a wish for different colour editions. It was found that younger participants find the appearance of more importance than older participants, which is also the case for males, Dutch and light green participants. Across all the demographics, there is a clear need to make the Fairphone smaller. This has been confirmed during the interviews and [Figure 6.5](#) shows a deeper understanding of the wishes and needs of the different groups which were found during the interviews.

## Consumers do not like the appearance of the Fairphone

### I. Younger participants find the appearance of the Fairphone more important than older participants

#### 18-34

- The Fairphone is too bulky.
- Need for different versions, for example a golden or white edition.
- Need for minimalistic and a sleek design.
- Plastic looks cheap, make the back cover of glass.
- There is a need for a smaller Fairphone.

**In order to convince more young people, a more appealing design is necessary.**

#### 35-55

- There is only a need for a smaller Fairphone.

**Bring out a smaller Fairphone, to convince even more older ones.**

### II. Dutch participants find the appearance of the Fairphone more important than German participants

#### Dutch

- Aesthetics are important when purchasing a new smartphone.

**To convince more Dutch people a more appealing and modern design is needed.**

#### German

- Functionalities are important when purchasing a new smartphone.

**Do not add too many unnecessary elements to keep the Germans interested.**

### 6.5.2.2 Opportunities

The consumers that do not like the current appearance of the Fairphone mention that there is a need for a smaller and thinner edition. Next to that, a golden or a white edition will be more appealing than this black version. The current design looks like a Gameboy and it is time to get rid of the bulky appearance. For the development of the Fairphone 4, it is time to take more time to design a more appealing smartphone. For the accessories, it could be interesting to offer wooden or cork cases and bumpers.

### III. Males find the appearance of the Fairphone more important than females

#### Males

- The logos are too much in your face.
- The design is not very appealing, looks like it is designed to have a sustainable look on purpose.
- The thick edge around the display is ugly.

**To convince more males a more modern and minimalistic look is needed.**

#### Females

- Need for different versions, for example a golden or white edition.
- Different material for the back cover. Cork or wood for example.
- There is a huge need for a smaller Fairphone since females have small hands and pockets.

**Give females more possibilities through different editions.**

### IV. Greener participants care less about the appearance of the Fairphone

#### Light Green

- Aesthetics are important when purchasing a new smartphone.
- There is a need for different versions of the Fairphone. For example: white/black, small/big.

**An improved design helps to convince more light green consumers.**

#### Dark Green

- Different materials needed for the bumper and the case of the Fairphone.
- Hardly any problems with the appearance of the Fairphone.

**The fairness of the Fairphone is more important than the appearance.**

**Figure 6.5** Consumers do not like the appearance of the Fairphone. Interview insights per age group, nationality, gender and greenness level.

**'It looks like a **second-hand product screwed together**. There is deliberately not opted for a super modern shiny look of this time.'**

### 6.5.3.1 References and recommendations are needed

The survey indicated that some consumers first need to research some reviews and references before purchasing a Fairphone. Older consumers mentioned that they have no references available, while younger consumers mentioned that they want to compare the Fairphone with other smartphones. The interviews confirmed these insights and Figure 6.6 shows a deeper understanding of the wishes of young and old consumers and males and females. During the interviews it was found that males tend to find their reviews online, while females need references from people around them.

### 6.5.3.2 Opportunities

Fairphone has enough coverage at the technical review websites like Tweakers and iFixit. Males and many young people already know where to find the right reviews. Perhaps Fairphone should extend their reach by using Facebook Groups, Social media or female bloggers. Next to that, it should be easier for older consumers to get in touch with a review. Perhaps the website of Fairphone should include some reviews or testimonials of random real users instead of meaningless (in the eyes of the older consumers) websites.

## References and recommendations are needed

### I. Females are more in need of references and reviews

#### Males

- Reliability based on online references and reviews.
- Find reviews easily online and are familiar with review websites like iFixit and Tweakers.
- Compare specifications of different smartphones online.

Males look for reviews and comparisons on all kinds of websites.

#### Females

- Reliability based on references of people around them.
- Rely more on reviews and references from people around them like for example friends, family members and Facebook groups.
- Some indicate a need for references from sustainable influencers.
- Word of mouth is important.

Females rely on reviews from people around them. In order to attract more females, Fairphone needs to find additional platforms for their reviews.

### II. Older participants mentioned the unavailability of references more often than younger participants

#### 18-34

- Are used to check reviews online before purchasing a big item.
- Compares specifications of different smartphones online.

Younger consumers rely both on online reviews and word of mouth.

#### 35-55

- Prefer a brand they already have experience with.
- Word of mouth is important for older consumers.
- Reliability based on references of people around them

Older consumers will not be confronted with a Fairphone review or reference very easily.

Figure 6.6 References and recommendations are needed. Interview insights per age group and gender.

'Fairly unknown brand, you do not have people talking about it. No one in my area has such a phone. I'm not going to be the first to buy it. **If more people are positive, I would consider it sooner.**'

### 6.5.4.1 Consumers find a new smartphone brand unreliable

During the survey it was found that many participants believe that a new smartphone brand is unreliable. Younger participants mentioned this barrier more than older participants. Next to that, neutral consumers mentioned it more than green consumers. Since there were no neutral interviewees, we cannot further dig into the last statement. Age-group related insights were confirmed during the interviews and [Figure 6.7](#) provides an overview of the different insights for younger and older consumers. During the interviews it was found that most consumers have prejudices about Fairphone. Moreover, younger consumers do not yet believe the Fairphone brand.

### 6.5.4.2 Opportunities

It is time for more brand awareness. People need to get to know the Fairphone brand. For a lot of people, it is still a *'Fair van hun bed-show'*. Participants indicate different strategies for creating more awareness. Some say that Fairphone does not have to communicate their Fairness, but just focus on the fact that Fairphone delivers a good working smartphone. Others say that Fairphone needs to address the unfairness

of the smartphone industry. Show the differences between a Fairphone and an iPhone and take advantage of how expensive it is to repair other smartphones. Some participants argue that Fairphone needs to create documentaries with heavy footage and show that people do not have to throw this Fairphone away after two years. Somehow Fairphone needs to make sure that consumers see Fairphone as a serious option.

Do not focus too much on the dark green consumers, since they will learn about Fairphone in their sustainable bubble anyways. Focus on other consumers. Make Fairphone hip like for example the electrical bike. It started as a bike for elderly, but now it is trendy bike!

Focus more on repairability. One participant said that *'a real guy fixes his own smartphone'*. Show consumers how cool it is to repair your own smartphone. Let them assemble the Fairphone themselves and provide them with a personal Fairphone application with new recommended modules. Fairphone needs to address the pain that people feel with all the expenses for repairs and insurances with other smartphone brands.

## Consumers find a new smartphone brand unreliable

### I. Younger participants find a new smartphone brand unreliable, compared to older participants

#### 18-34

- When buying a phone, they only look at the top 5 well-known brands.
- They did not know if Fairphone was an option when they bought this phone.
- Others really see Fairphone for two niches: people who are Fair and nerds.
- Fairphone is still a concept-brand. It has a grey and dull image.
- The logo and the company name sound cheap and naive.
- When they know it, they have a lot of prejudices about Fairphone.

**In order to attract more younger consumers, Fairphone needs to become a serious option.**

#### 35-55

- Are less critical and are more likely to choose a brand with which they already have experience.
- A few indicate that they have prejudices about Fairphone as well. That it is not of good quality, for example.
- Are not sure if it is possible to install applications on the Fairphone.

**Some older people do not know what to expect from a Fairphone, therefore Fairphone needs to explain, in more detail to older consumers, that a Fairphone is a reliable smartphone.**

**Figure 6.7** Consumers find a new smartphone brand unreliable. Interview insights per age group.

**'I prefer to transfer 450 euros to charity. I do not feel like clutter. I just would not bet that it's fair. You just want something that's good, with the bonus of being a fair product.'**

### 6.5.5.1 Unknown where consumers can test, feel and buy a Fairphone

In the survey some consumers mentioned that they did not know where they could test, feel and buy a Fairphone. It was found that mostly the older participants did not know where to go. This has been confirmed during the interviews and [Figure 6.8](#) provides an overview of the interview insights for younger and older participants. During the interviews it was found that older participants do not like online shopping as much as the younger participants. They are still in need of the service of a physical store.

### 6.5.5.2 Opportunities

Since most consumers have many prejudices about the Fairphone, Fairphone could offer testing periods. Some participants already indicated interest in a 2-week try and buy for example. Next to that, Fairphone needs to increase its in-store availability by partnering up with Mediamarkt and CoolBlue. Or perhaps the Fairphone should be on display at other sustainable shops which are not related to electronics. Finally, it needs to communicate more clearly to consumers where they can purchase, test and feel a Fairphone.

## Unknown where consumers can test, feel and buy a Fairphone

### I. Older participants do not know where to buy/test/feel a Fairphone compared to younger participants

#### 18-34

- Are very loyal to their service providers. When renewing a subscription, they often search for a new bundle with this service provider.
- Visit the Mediamarkt or CoolBlue for electronics.
- Some would like to try at home, but not transfer all their data right away.

**In order to appeal to more young people, Fairphone will have to work together with Mediamarkt and CoolBlue.**

#### 35-55

- Some older people also buy their phones online.
- Nevertheless, there is an urgent wish to test the Fairphone in a physical shop.
- There is also a wish to purchase new modules in a physical store.
- Appreciate the service of a physical store.
- Researching a new smartphone, takes a lot of time and is a hassle.

**Most older people value physical testing of the Fairphone and prefer to do it in a physical shop. They just do not always know which store.**

**Figure 6.8** Unknown where consumers can test, feel and buy a Fairphone. Interview insights per age group.

### 6.5.6.1 Preference for other sustainable alternatives

During the survey it was found that another barrier for not purchasing a Fairphone is because of other sustainable alternatives. For example, a refurbished or a second-hand smartphone. Next to that, some consumers prefer to use their current smartphone for a very long time. During the survey it was found that dark green consumers mentioned this barrier more than light green consumers. This has been confirmed during the interviews and [Figure 6.9](#) provides some insights in both groups.

### 6.5.6.2 Opportunities

Fairphone needs to show what the impact of the smartphone industry is. This will help the light green consumers to be more aware of their consumerism. They could for example learn from the marketing of Patagonia: Don't buy this jacket. Something like: Please let your next phone be a second-hand phone. Next to that, the modularity of Fairphone perfectly fits with refurbished smartphones. Fairphone should make more use of this. Finally, show what you do with old Fairphones!

## Preference for other sustainable alternatives

### I. Greener participants prefer other sustainable options

#### Light Green

- Do not necessarily aim to use their phone for as long as possible.
- Some consumers think that the Fairphone is by default a second-hand or refurbished device.
- Often use an old phone from family members or friends.
- Some are interested in second hand and refurbished models, while others are very doubtful. They find refurbished overpriced and second-hand unreliable.
- Some consumers look at other sustainable phones such as Caterpillar, because of the durability of that phone.

**Light green consumers are not yet fully aware of the impact of their phone use. Other motivations ensure that there is interest in sustainable alternatives.**

#### Dark Green

- Trying to make their phones last forever.
- Do not buy a new phone if their current phone is not broken.
- When it comes to buying a phone, rather a second-hand or refurbished one.
- Covers and bumpers are of great importance.

**In order to connect even better with the dark green consumers, even greener initiatives could perhaps be started.**

**Figure 6.9** Preference for other sustainable alternatives. Interview insights per greenness level.

### 6.5.7 450 euros is not a high price for everyone

Some participants believe that 450 euros is way too much money for a smartphone. However, many participants indicated that 450 euros is a perfect price for a smartphone if you compare it to the current smartphones out there. Some even dare to say that if you lower the price, consumers perceive the Fairphone as a low-quality phone. There is a division regarding monthly payments for the Fairphone. Some consumers like this while others prefer to pay a fair price in one go. It is also striking that there are people who do not want to spend a lot of money on a smartphone. They just always buy the cheaper models (less than 250 euros). For current Fairphone users, the fair and sustainable reasons were much stronger than the high

**'I was very shocked when I saw the price; you can buy an iPhone for that.'**

costs involved. In the end, the Fairphone lasts longer than a smartphone of 250 euros. Additionally, some participants have the feeling that they get their smartphone for free with a new subscription.

Opportunities for Fairphone might be to be transparent about the costs. Show the consumers where the money goes and what impact they have. Next to that, Fairphone could offer 'cheaper' versions of the Fairphone 3 with for example second-hand or refurbished devices. It might also be interested to make it clearer towards consumers that it is possible to get a bundle with a service provider.

### 6.5.8 Fairphone needs to show that it has learned from the Fairphone 1 and 2

Participants that have heard about Fairphone, mostly have heard negative reviews and experiences of other consumers. They heard about battery issues, a low-quality camera, teething

**'After I heard it's a bad phone, the door just closed. In combination with little advertising, it has completely bled to death.'**

problems, long delivery times, updating issues and more. Most of the time this was related to a Fairphone 1 or Fairphone 2. One participant said: *'after I heard it's a bad phone, the door just closed. In combination with little advertising, it has completely bled to death.'*

Consumers need to hear positive stories about the Fairphone 3. Either by people around them or by the appropriate online channels. One participant mentioned that she wants to read the review of 'de Consumentenbond'. Fairphone needs to show that it has learned its lessons from the Fairphone 1 and 2 and that the Fairphone 3 is a serious option now.

### 6.5.9 Facilitate the transition to Android

The battle between Apple and Google continues. Many iPhone users mention that they would never switch to an Android device since it is unreliable, easier to be hacked and not user-friendly. Some had to make a transition, and they said it was terrible while others mention it was easy to do. *'It's not so much the new OS, but the transition. That is the real problem.'* Some Android users complain that the Fairphone 3 does not have the most up to date Android version. Next to that, some geeky tech guys want Fairphone to open their bootloader for another OS. A funny thing is that some females thought that Android is part of Microsoft. *'I don't like to work with Microsoft products.'*

During the interviews it was found that some participants already made a transition from Android to iOS or the other way around. Most of the time, this was because of a new job. Apparently Samsung offers support for the transition from an iPhone to a Samsung (Android) device. They offer information online, in the box of the new phone and they provide a cable for transferring all the data. Fairphone needs to show to its customers that it is not that hard to switch to an Android and that Android has many benefits as well. Next to that, Fairphone should be transparent about the coming Android updates and should try to be up to date. Some out of the box opportunities might be to collaborate with Apple and start developing a Fairphone that runs on iOS.

### 6.5.10 Show that a Fairphone is compatible with all sorts of devices

When purchasing a new smartphone, it is important that the smartphone can connect with other devices like a sports watch, speaker or earphones. Consumers are not always sure if it is possible to connect a Fairphone with their current devices. Next to that, they want to take care of their Fairphone and need a protective case.

Fairphone needs to show that the smartphone is compatible with all sorts of devices or might even start developing their own Fair accessories. Next to that, some participants mentioned that they would love to design their own protective case for their Fairphone.

### 6.5.11 Be more transparent about your shortcomings regarding the Fairness

Some participants are reluctant to assume that a product or service is fair. They want to do more research and want to know everything about the company. Some participants do not believe that a Fairphone is 100% fair, which indeed is correct. They want Fairphone to be more transparent about the shortcomings regarding fairness. Next to that, they do not understand why a Fair and sustainable company only offers a warranty of two years. Within the green segments, some participants believe that Fairphone could be part of their identity and could be used as a beginning of a nice conversation with somebody. On the other side, there are some participants that do not want the Fairphone to be so 'in your face'. They do not want to remind themselves and others that they are fair. They need a more subtle and modest Fairphone.

Fairphone should be more transparent regarding the shortcomings of getting the phone 100% fair. Next to that, it should be transparent about the costs of the Fairphone and the coming OS and module updates. An idea could be to copy the TOMS shoes business model. For every Fairphone which is bought, we donate a certain amount to a training program for example. Additionally, it might be interesting to offer a more subtle and modest edition of the Fairphone for those who do not want to be so in your face and show what you do with old Fairphones and modules. Finally, develop a fairer warranty model.

#### 6.5.12 No need for a new smartphone

A few participants indicated that they just receive a smartphone from their current employer. Therefore, they are not in need of purchasing a smartphone themselves. However, some participants do have two different smartphones. One private and one business related. Some just stick to one dual-SIM smartphone. Next to that, a few progressive consumers try to not use a smartphone at all. They just believe that it is not necessary and are only in need of using a phone which enables them to call and text. Whenever they need a functionality from a smartphone, they just ask someone to help them to out.

Perhaps Fairphone should start developing a dumbphone with the message that we need to be fair to ourselves as well. Just a phone which enables you to stay connected. That is it. Moreover, Fairphone should be collaborating with more companies that want to be greener. They should offer a Fairphone to their employees.

#### 6.5.13 There are two flavours of Apple lovers

Some Apple lovers are completely locked into the whole ecosystem of Apple (iPhone, iPad, iMac etc.) while others are only fan of Apple because of their iPhone. There is a difference between these two user groups since for the first one everything is connected and perfectly aligned in the cloud. They are trapped in their 'own golden Apple cage'. It is easier to get ahead

**'I am really an Apple girl. I really can't do anything with Microsoft.'**

of consumers from this second group to make the transition to Android. Participants were proud to tell me that they always had an Apple iPhone and some say that bad news about Apple does not really had an impact. One girl even mentioned that she is a real Apple girl. Interestingly, most Apple lovers make use of Microsoft Word on their Apple devices. A few other participants were in favour of other established smartphone brands like Sony or Samsung. However, their loyalty is not as extreme as with the Apple fanatics.

Fairphone first needs to show iPhone users that Android is not as poor as they think it is and that a transition is straightforward. Out of the box, Fairphone should be working on their own Fair-ECO-system. Start developing fair accessories or partner up with other fair and green initiatives.

#### 6.5.14 Doubts with the modular system

Many participants like the modularity of the Fairphone, however some participants still have their concerns. A couple of consumers are for example afraid to do their own repairs and Fairphone is therefore a bit of a scare off. They are afraid that they do not know which module is broken specifically. Next to that, some critical participants believe that modularity decreases the durability of the Fairphone. Will it for example survive wet jeans? Is the Fairphone dust- and waterproof since you can simply open it? Can you clean your phone? Moreover, it is believed that the most crucial component cannot be replaced: the core module with the chipset. This module determines the speed of the Fairphone, why is it not possible to replace the most important module?

**'What is the impact of dust and water since you can simply open your own phone. Will it survive wet jeans?'**

Fairphone needs to make sure that it is not scaring off potential consumers because of the techy DIY side of the Fairphone. Moreover, it needs to be transparent about the availability of spare modules and coming updates. Perhaps Fairphone could work with predictive maintenance to notify consumers if they need to replace a certain module. Or provide some insights on how to clean your Fairphone.

#### 6.5.15 Fairphone should offer offline services

Some participants are afraid that they do not know how to solve the problems themselves and want to know where they need to go with problems. They need someone who can help them out with their Fairphone. They want to buy a Fairphone together with a great service around it. They are traumatised because of the issues they had with previous broken smartphones.

Fairphone should think about offering physical service points in for example telecom shops or at other places like a repair café or library. Consumers need to know that there is a physical service desk in their area where they can purchase new modules or ask for help if they need to fix something.

#### 6.5.16 No subscription/service model available

As discussed before, some participants do not know that it is possible to renew their subscription in combination with a Fairphone. Next to that, many participants have experienced problems with broken smartphones and high repair costs. One participant also mentioned that his requirements for a smartphone change over time.

Fairphone could initiate a new service which offers a carefree Fairphone. This could help some consumers to not worry about their phone all the time. In this scenario, Fairphone could highlight the modularity with for example refurbished modules



**For example, I am at Tele2, I would really like to buy a phone with a bundle deal. I usually let my choice depend on it. I have no idea if this can also be done with Fairphone.**

or different modules with different colours. Fairphone should let the modularity speak for itself with a glass black cover in combination with coloured modules. Like for example the blue tire of SwapFiets. With a service model, Fairphone could enable its users to personalise, downgrade or upgrade their Fairphone. Or let a consumer pay more for a better camera or battery.

#### 6.5.17 The newest phone lasts longer

While purchasing a new smartphone, participants prefer to purchase a relatively new one. It is expected that the newest smartphones will last longer because of state-of-the-art technology. *'Purchasing a phone that is already two years old, does not make any sense at all.'* A challenge for Fairphone is to keep their phones relatively new. One girl even mentioned that two years is the maximum time span of a smartphone. *'It is suddenly unnatural if a smartphone can last longer than 2 years.'* Apparently some young consumers do not know any better than the industry is telling them.

Fairphone needs to make sure that their device is relatively up to date. It should make use of the modularity of the phone itself by for example replacing the camera with a newer and better version. Consumers are not going to purchase a phone that is already two years old. They prefer a new model.

#### 6.6 Conclusion

The interviews started off with four goals. Firstly, to get an understanding of the benefits consumers see in Fairphone. Secondly, to get a deeper understanding of concerns current Fairphone users had while purchasing their Fairphone. Thirdly, to get a deeper understanding of why consumers might not want to purchase a Fairphone. And finally, to identify opportunities which could trigger consumers to purchase a Fairphone.

A total of 30 interviews have been conducted which provided all kinds of insights about how consumers try consume consciously, how they use their current smartphone and what issues might hinder them for purchasing a Fairphone. Next to that, some first opportunities were discussed how Fairphone could convince these consumers. During the interviews, the saturation point for gaining new insights was reached after interviewing 24 participants.

It is clear that consumers have all sort of reasons to not purchase a Fairphone. It is important for Fairphone to understand, that it is not just because of the brand awareness of Fairphone, or because of the price of the product, that people will not buy a Fairphone. Additionally, the clusters of barriers as described in Chapter 5 need to be reorganised since the interviews resulted in extra information and new insights.

**'I wanted to buy one, but at that time it was not the newest model. I don't want to buy a new phone, that is an old model.'**

*A big shout out to all the participants!*



Figure 6.10 Presents for participants.

# chapter 6

## Summary | Discover | Interviews

### 6.7 Key insights

- In order to convince more young people, a more appealing design is necessary.
- Fairphone needs to show that it has learned from the Fairphone 1 and 2.
- Be more transparent about your shortcomings regarding the Fairness.
- Older consumers will not be confronted with a Fairphone review or reference very easily.
- Most older people value physical testing of the Fairphone and prefer to do it in a physical shop. They just do not always know which store.
- Give females more possibilities through different editions.
- Females rely on reviews from people around them. Males look for reviews and comparisons on all kinds of websites.
- Dark green consumers believe the fairness of the Fairphone is more important than the appearance of the phone.
- In order to connect even better with the dark green consumers, even greener initiatives could be started.

**'Being fully transparent. Fairphone can do as much as they want, but I guess there are still unfair elements. Please present these as well.'**

**'I don't know how well it will work and how easy it is to use, since I don't know many people with a Fairphone.'**

**'It looks like a second-hand product screwed together. There is deliberately not opted for a super modern shiny look of this time.'**

### 6.8 What's next?

Consumers experience certain barriers. Some barriers, like price, are of more importance than other barriers like the need for an improved warranty for example. The interviewees identify interesting opportunities for Fairphone for triggering the barriers. Some barriers are quick wins, while others might need more effort to overcome. All this information, combined with all the survey data, needs to be translated into a simple and revised set of clusters.

Since I am not the first one looking into reasons why consumers might not purchase a green product, I will first take a look at other research conducted. In this way, it can be seen whether certain barriers are still missing and whether the insights match previous similar research. Then, it will be possible to create final clusters.

# chapter 7

## Discussion

### Exploration of literature

The survey and the semi-structured interviews provided many reasons why consumers might not purchase a Fairphone. Since this project is not the first research on investigating reasons of consumers for not purchasing green products, other studies will be explored. In this way, it can be seen whether certain barriers are still missing and whether the insights match previous similar research. Disclaimer, this chapter describes just an exploration of the literature and should not be treated as a rigorous systematic literature review.

#### 7.1 Goals

The following two goals have been set for the exploration of literature:

- Finding barriers that have not been mentioned in the survey or semi-structured interviews.
- Check whether insights are in line with the literature.

#### 7.2 Method

This chapter is merely an exploration. Due to the scope of this project, it was decided not to conduct a rigorous literature review. Only a small number of papers have been consulted via Google Scholar and Scopus with search strings like: 'barriers for green consumerism'. In the absence of clear inclusion and exclusion criteria, a number of papers have been selected which have clearly examined consumer barriers. This flexible way of working made it possible to see whether certain barriers are missing in our findings so far.

#### 7.3 Results

##### 7.3.1 Barriers for green consumerism

Given the lack of consumer acceptance of green products, it is likely that consumers have many reasons for not purchasing

them. Gleim et al. (2013) indicated that many researchers have been examining the behaviours of environmentally friendly consumers, but no study investigates the barriers that ultimately prevent green consumerism. Their research aimed for a better understanding of the barriers leading to non-green consumption to help companies have effective green marketing strategies. They started off with a qualitative research (n=330) in the USA in which they asked participants to recall a recent shopping experience in which they were considering buying a traditional product or an alternative green product. Participants also needed to explain why they did not purchase that specific product. After analysing the data, they came up with eight main barriers (Gleim et al., 2013) which can be found in [Figure 7.1](#).

Price appears to have the greatest effect on green consumption in this study with 42.09% which aligns with the findings from our survey. In addition, the other barriers also match the barriers found in the survey. The 'Apathy' barrier, however, is missing in the survey results. In our survey no one indicated that they actively do not care about the environment and therefore do not purchase a Fairphone. Apparently in the research of Gleim et al. (2013) it was mentioned by one out

Barrier	Quote	Gleim et al. (2013)	Our survey
Price	'Green products are expensive.'	42.09%	20.2%
Quality	'They seem inferior to non-green products.'	14.11%	13.4%
Expertise	'I just don't have a good knowledge of green products.'	10.71%	6.0%
Trust	'Hard to tell what's truthful and what's marketing.'	10.46%	4.5%
Availability	'I only know 1 store with green products.'	9.98%	2.8%
Apathy	'I don't care about the environment.'	5.60%	-
Brand loyalty	'I have habitual buying patterns.'	3.16%	11.5%
Others	'Not many options to choose from.'	3.89%	2.6%

Figure 7.1 Eight main barriers identified by Gleim et al. (2013).

Barrier	Quote
Personal circumstances	'Green products are quite expensive.'
Performance perception	'..but it won't work as well as others.'
Influence of others	'..I would have bought that if I had not married my husband who is an eco-freak.'
Lack of knowledge	'..you can't always understand what they're saying.'
Mistrust in green products	'..oh they're faking it.'
Can't make a difference	'..if no one else bothers why should I?'
Social stigma	'..you don't want to be seen as a green.'
Attachment to another brand	'..I'm happy with what I've got.'

Figure 7.2 Eight barriers identified by Johnstone and Tan (2013).

of around 20 participants (5.60%). This comparison is a bit tricky since we talk about different cultures, different time and different products, but it is still an interesting barrier to add to the barriers found in the survey and the semi-structured interviews.

Another study from Johnstone and Tan (2015) recruited 57 participants in New Zealand who were not overtly 'green' in their consumption but expressed that they were concerned with the environment. They used the theory of neutralisation as a framework which implicates techniques consumers have to protect themselves from self-blame. Or in the words of Chatzidakis et al. (2007): *'neutralisation is a process of restoring equilibrium without attitude change'*. Johnstone and Tan (2015) found that participants indeed use different neutralisation techniques to justify their consumption behaviour. [Figure 7.2](#) provides an overview of the reasons given by their participants to not purchase green products.

*'There is a bit of policing going on with being green, I don't like that'*. Apparently there is a negative stigma attached to green consumers (Johnstone and Tan, 2015). Interestingly, this was also found during the survey because people do not want to give others the feeling that they have to purchase a Fairphone too. Additionally, this study shows that personal circumstances (price) and the performance perception (quality) are the main barriers for consumers in the process of purchasing green products.

*'What are the primary reasons for not adopting green products?'* That is the research question of Lu et al. (2013) who conducted a survey in the Southern USA (n=197). For finding barriers they created five options that participants could choose from including:

- Green products are too expensive (51%)
- I do not trust manufacturers of green products (7.8%)
- I cannot differentiate between green products and non-green products (21%)
- Green products are lower quality than non-green products (5.9%)
- Other. (13.7%)

The main reason (51%) for not purchasing green products is the price (Lu et al., 2013). Second is the fact that consumers cannot make a difference between the products (21%). Participants who selected others came up with the following barriers: purchasing out of habit, less variety amongst green products and not well advertised. These insights resonate with the survey conducted in Chapter 5.

Solbrand and Dong (2020) of the Lund University school of economics and management indicated a couple of barriers which consumers might have for leasing a MUD Jeans. This qualitative study defined the following barriers: price, unawareness of its existence, preference for second-hand jeans and greenwashing.

For Strategic and Sustainable Design, a master Elective of Integrated Product Design at the Delft University of Technology, a student group researched to not buy a Fairphone (Arnold et al., 2020). They have conducted a survey with 62 responses. The top five reasons they identified were: looks, price, camera, quality and unknown brand. These insights are totally aligned with our findings.

### 7.3.2 Demographic differences

Gleim et al. (2013) concluded that 'greener' consumers believe green products are of a higher quality compared to 'neutral' consumers. In addition, the former group believes green companies are more reliable than the latter group. This result is also found during the survey we have conducted.

Arnold et al. (2020) conducted an online survey (n=67) in order to find which aspects consumers find of importance while buying a new smartphone. They concluded that younger consumers (21-30) find the looks and the brand of a smartphone more important than older consumers when selecting a new smartphone. This confirms the finding in our survey that younger consumers care more about the design of the Fairphone than older consumers.

### 7.3.3 How to overcome the barriers?

Gleim et al. (2013) claimed that expertise is crucial in the process of purchasing green products. *'The main reason expertise is a linchpin in deterring the purchase of green products is that it potentially affects all the other components'*. For example, a consumer with all the right knowledge understands the impact of a single purchase. They state that increasing the expertise of the customers likely leads to greater green purchase intentions.

In order to get rid of the green stigma, companies need to make an effort to show that being green is easy and normal. They need to use 'normal looking people', people that these consumers can relate to (Johnson and Tan, 2015). Moreover, they claim that the information of green companies on for example packaging is too hard to understand. Companies need to make their message easier and simplistic.

Lu et al. (2013) claim that their results demonstrate that availability and promotion continue to have a critical effect on whether a consumer will buy a green product. Therefore, green companies should increase their brand awareness.

## 7.4. Conclusion

The studies discussed in this chapter were in line with the results from the survey and the semi-structured interviews. One new barrier is identified: consumers who are actively against green initiatives. This exploration of literature only focussed at the barriers itself. There are plenty of studies which investigate the motivations behind certain decisions of consumers regarding green consumerism. There are still many valuable insights to be gained there as well. However, once again, this section was only for exploratory purposes.

# chapter 7

## Summary | Discover | Exploration

### Barriers from literature

- 1 Price | Gleim et al. (2013)  
Personal circumstances | Johnstone and Tan (2015)  
Expensive | Lu et al. (2013)  
Price | Dong and Solbrand (2020)  
Price | Arnold et al. (2020)
- 2 Looks | Arnold et al. (2020)
- 3 Quality | Gleim et al. (2013)  
Performance perception | Johnstone and Tan (2015)  
Quality | Lu et al. (2013)  
Quality | Arnold et al. (2020)  
Camera | Arnold et al. (2020)
- 4 Brand loyalty | Gleim et al. (2013)  
Attachment to another brand | Johnstone and Tan (2015)  
Habit | Lu et al. (2013)
- 5 Trust | Gleim et al. (2013)  
Trust | Lu et al. (2013)  
Not well advertised | Lu et al. (2013)  
Unawareness of existence | Dong and Solbrand (2020)  
Unknown brand | Arnold et al. (2020)
- 6 Expertise | Gleim et al. (2013)  
Lack of knowledge | Johnstone and Tan (2015)  
Lack of knowledge | Lu et al. (2013)
- 10 Availability | Gleim et al. (2013)
- 11 Influence of others | Johnstone and Tan (2015)
- 12 Preference for second-hand | Dong and Solbrand (2020)
- 14 Mistrust in green products | Johnstone and Tan (2015)  
Greenwashing? | Dong and Solbrand (2020)
- 20 Social stigma | Johnstone and Tan (2015)
- ? Apathy | Gleim et al. (2013)  
Can't make a difference | Johnstone and Tan (2015)

### Barriers from survey

1. Expensive
2. Design
3. Lack of tech specs
4. Brand loyalty
5. New brand unreliable
6. Unknown experience
7. Android
8. No need for a new phone
9. Doubts with modularity
10. Availability
11. Negative reviews
12. Preference for sustainable alternatives
13. No subscription available
14. Doubts about actual fairness
15. Compatibility
16. Warranty
17. Only in Europe
18. Compliments
19. Where to go with problems?
20. You need to explain why you have it.

### 7.5 What's next?

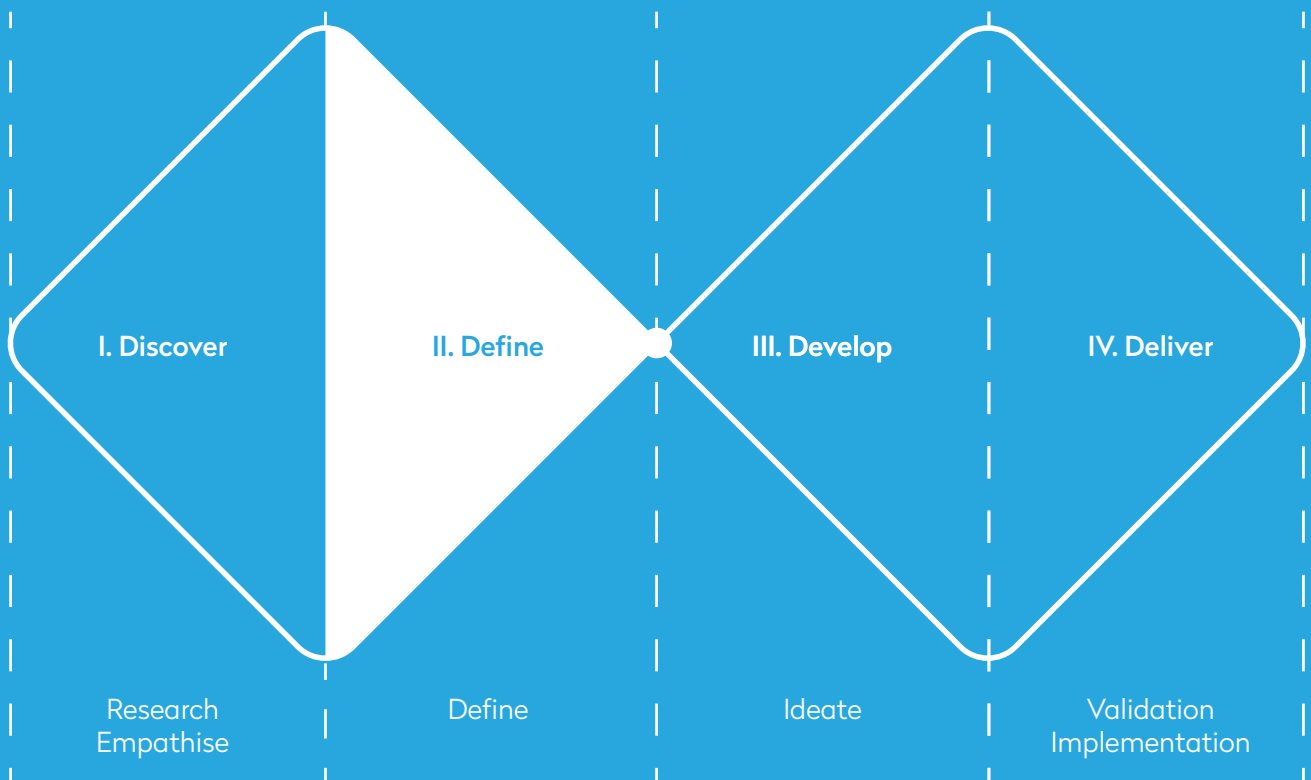
Most barriers found in this exploration of literature are in line with barriers found during the survey. The main barriers mentioned in the studies in relation to our survey, are displayed on this summary page. One new barrier is identified: consumers who are actively against green initiatives. This exploration of literature concludes the discovery phase. All this information, combined with all the survey and interview data, needs to be translated into a revised set of clusters.

Before diving into finding solutions for these barriers, I need to develop a way to present the barriers in an easy way for the sake of this project and for the benefit of Fairphone. We need an elaborate, but simple, overview of the barriers consumers have in the process of purchasing a Fairphone.

# part II Define

## Chapter 8 | Barrier cards

47



# chapter 8

## Define

### Barrier cards

The goal of the define phase is to summarise the discovery phase and to identify design directions. The insights gathered from the survey, semi-structured interviews and literature need to be presented in an easy way. This chapter describes the creation of the barrier cards. Fairphone employees will prioritise the barrier cards and the high priority barriers will be used as a starting point for the developing phase.

#### 8.1 Goals

The following two goals have been set for this chapter:

- Design a way to present all the insights found so far.
- Knowing Fairphone's priorities regarding barriers that needs to be overcome.

#### 8.2 Method

We started off with the survey results. The survey provided us with 71 different reasons to not purchase a Fairphone which were categorised in 20 different clusters. The interviews and literature provided three extra reasons for consumers to not purchase a Fairphone:

- A new phone last longer.
- Unknown whether electronics is fair or not.
- Some consumers are actively against green initiatives. (Out of scope)

This results in a total of 73 different reasons. However, some of the reasons were irrelevant and therefore removed. The following three reasons were eliminated:

- Consumers love Fairphone. (Not a barrier)
- My next phone is a Fairphone. (Not a barrier)
- Currency conversation. (Out of scope)

That leaves us with 70 reasons. These 70 reasons have been analysed and coded in order to make fifteen new clusters with the use of Microsoft Excel. [Appendix H](#) provides an overview

of these new clusters. Moreover, this appendix explains which reasons formed a certain barrier card. The fifteen barrier cards can be divided into five themes as can be seen in [Figure 8.1](#).

#### 8.3 Barrier cards

[Figure 8.1](#) provides an example of a barrier card. Each barrier card describes a reason for not purchasing a Fairphone. A barrier card is not a persona. One consumer can relate with different barrier cards. One might for example believe that the Fairphone lacks technical specifications and that it is too expensive. Every card has a title, a short description and a unique icon. Moreover, certain opportunities are given which might help Fairphone to trigger these specific barriers based on the interviews. Since the survey showed that there are differences between certain groups of consumers, an indication of some demographical values is given. These scales will tell you if this barrier is mentioned mostly by males or by females for example. [Figure 8.2](#) provides an overview of all the barrier cards. The circles indicate how often the barrier was mentioned by the participants in the discovery phase based on the survey data. Finally, every card presents a relevant quote from one of the interviewees. You will find an overview of all the barrier cards in in [Figure 8.3-8.19](#).

#### Colour code

- Investigation related
- Fair related
- Smartphone related
- Brand related
- Other

#### Survey data Frequency

- Low
- Medium
- High

#### Survey data Demographics

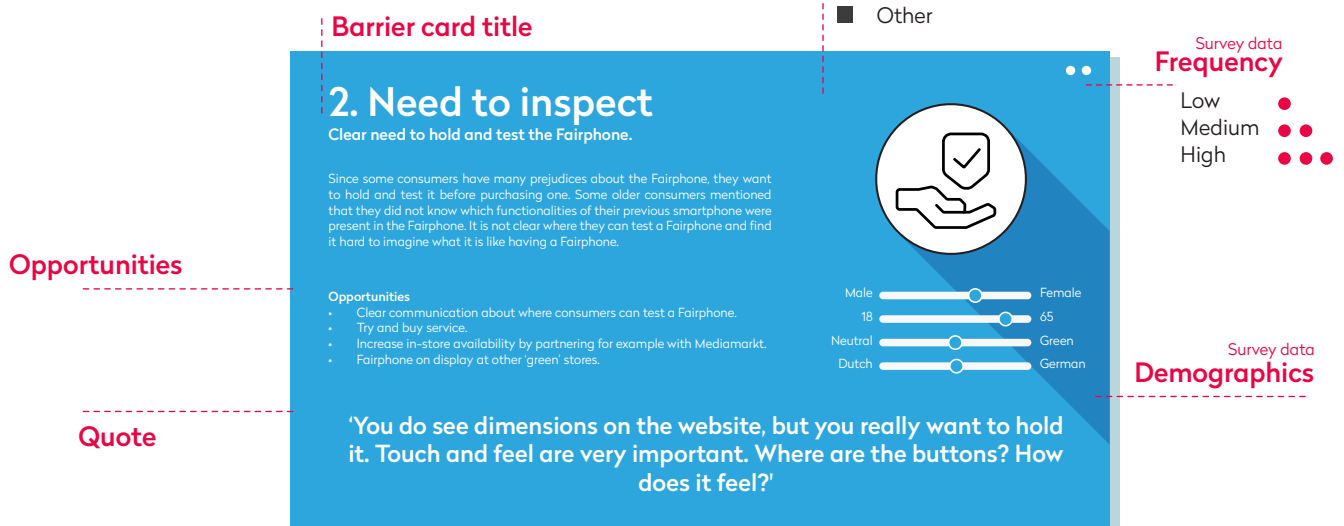


Figure 8.1 An example of a barrier card.



Figure 8.2 An overview of all fifteen barrier cards.



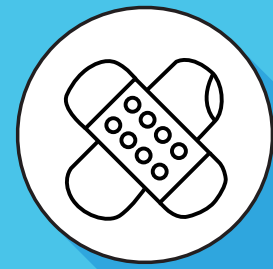
# 1. Damaged

Heard negative reports about Fairphone or experienced them themselves.

Consumers indicate that they experienced or heard about many problems related to the Fairphone 2. Teething problems, long delivery times, bugs, lack of updates, poor battery life, low-quality camera, random crashes and applications that failed. Some indicate to experience similar issues with the Fairphone 3 as well. These bad experiences are shared and unfortunately this does not generate much trust amongst other consumers.

## Opportunities

- They need to hear about positive experiences with the Fairphone 3.
- Fairphone needs to show that it has learned from the Fairphone 1 and 2.
- Explain that Fairphone 3 is a serious smartphone.



'After I heard it's a bad phone, the door just closed. In combination with little advertising, it has completely bled to death.'

Figure 8.3 Barrier Card 1: Damaged.

# 2. Need to inspect

Clear need to hold and test the Fairphone.

Since some consumers have many prejudices about the Fairphone, they want to hold and test it before purchasing one. Some older consumers mentioned that they did not know which functionalities of their previous smartphone were present in the Fairphone. It is not clear where they can test a Fairphone and find it hard to imagine what it is like having a Fairphone.

## Opportunities

- Clear communication about where consumers can test a Fairphone.
- Try and buy service.
- Increase in-store availability by partnering for example with Mediamarkt.
- Fairphone on display at other 'green' stores.



'You do see dimensions on the website, but you really want to hold it. Touch and feel are very important. Where are the buttons? How does it feel?'

Figure 8.4 Barrier Card 2: Need to inspect.

## 3. Review dependent

Not familiar with Fairphone user experiences.

Before purchasing a new smartphone, most consumers use references and recommendations. Younger consumers know where to find reviews online, while older consumers will not be confronted with a Fairphone review or reference very easily. Females mostly rely on reviews from people around them, while males mostly rely on reviews and comparisons on all sorts of techy websites. Moreover, there is a need to compare the Fairphone with other available smartphones as well.

### Opportunities

- Include testimonials from real users on the website.
- Start using different 'review' channels. (Not just tech-sites).
- Collaborate with female (sustainable) influencers.
- Provide an overview of Fairphone compared to other smartphones.
- Show what it means to own a Fairphone.



**'I don't know how well it will work and how easy it is to use, since I don't know many people with a Fairphone.'**

Figure 8.5 Barrier Card 3: Review dependent.

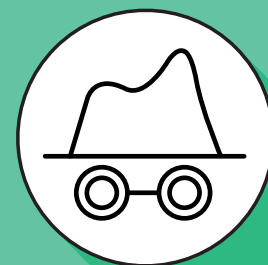
## 4. Anonymous and modest

Absolutely don't want to come across as a know-it-all.

The transparent back cover and the text 'Change is in your hands' express the fairness of the Fairphone. Some consumers believe that this is too much in-your-face. They don't want to give others the feeling that they also have to purchase a fair smartphone. Moreover, they don't always want to explain that they own a Fairphone. Therefore, a more neutral and subtle edition is preferred.

### Opportunities

- Offer a subtle designed Fairphone.
- Offer different editions.
- Develop neutral back covers and smartphone cases.



**'iPhone is simply anonymous. With an Fairphone, if you do a lot of sustainable things, you have to apologise. People around you get the feeling that they must do that. I find that very annoying.'**

Figure 8.6 Barrier Card 4: Anonymous and modest.

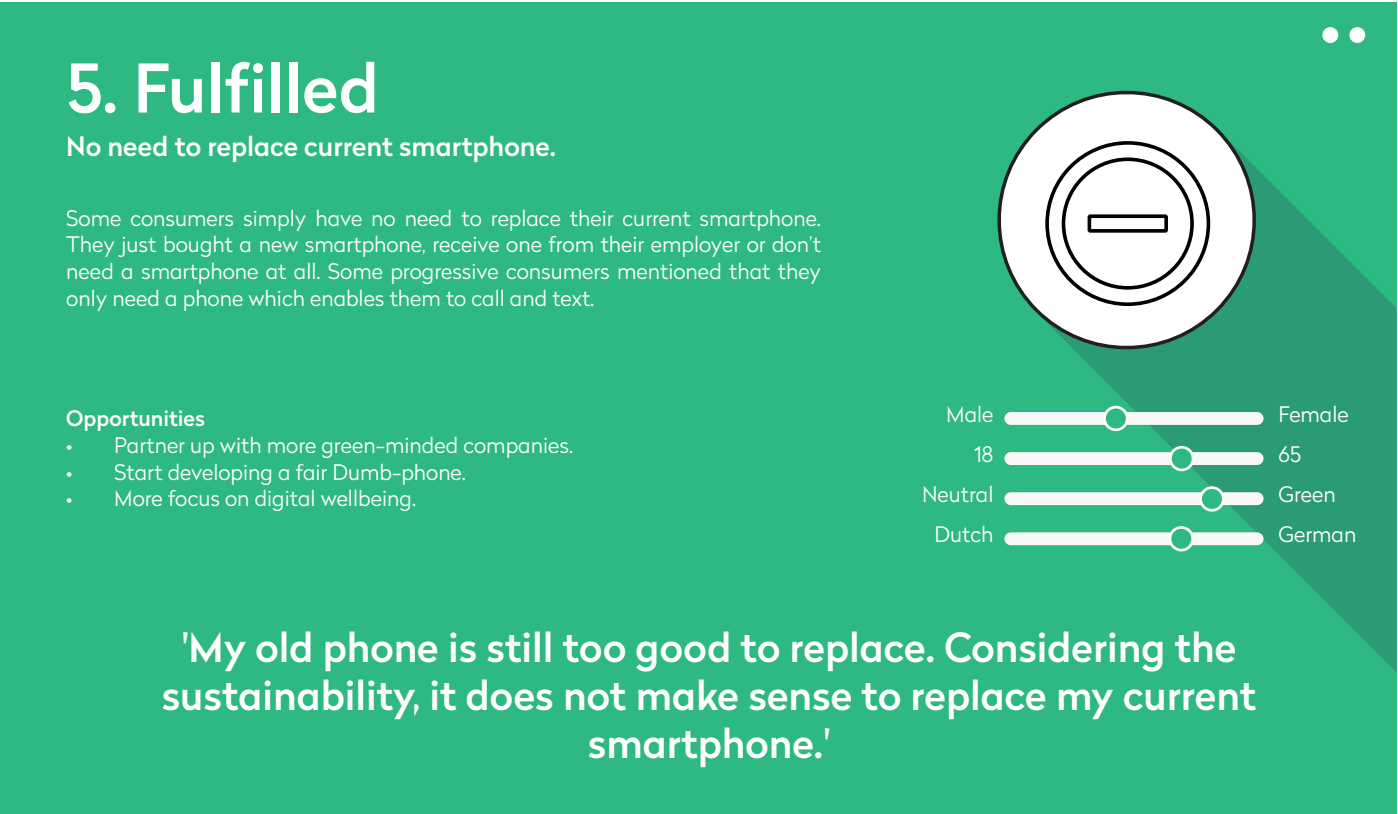


Figure 8.7 Barrier Card 5: Fulfilled.

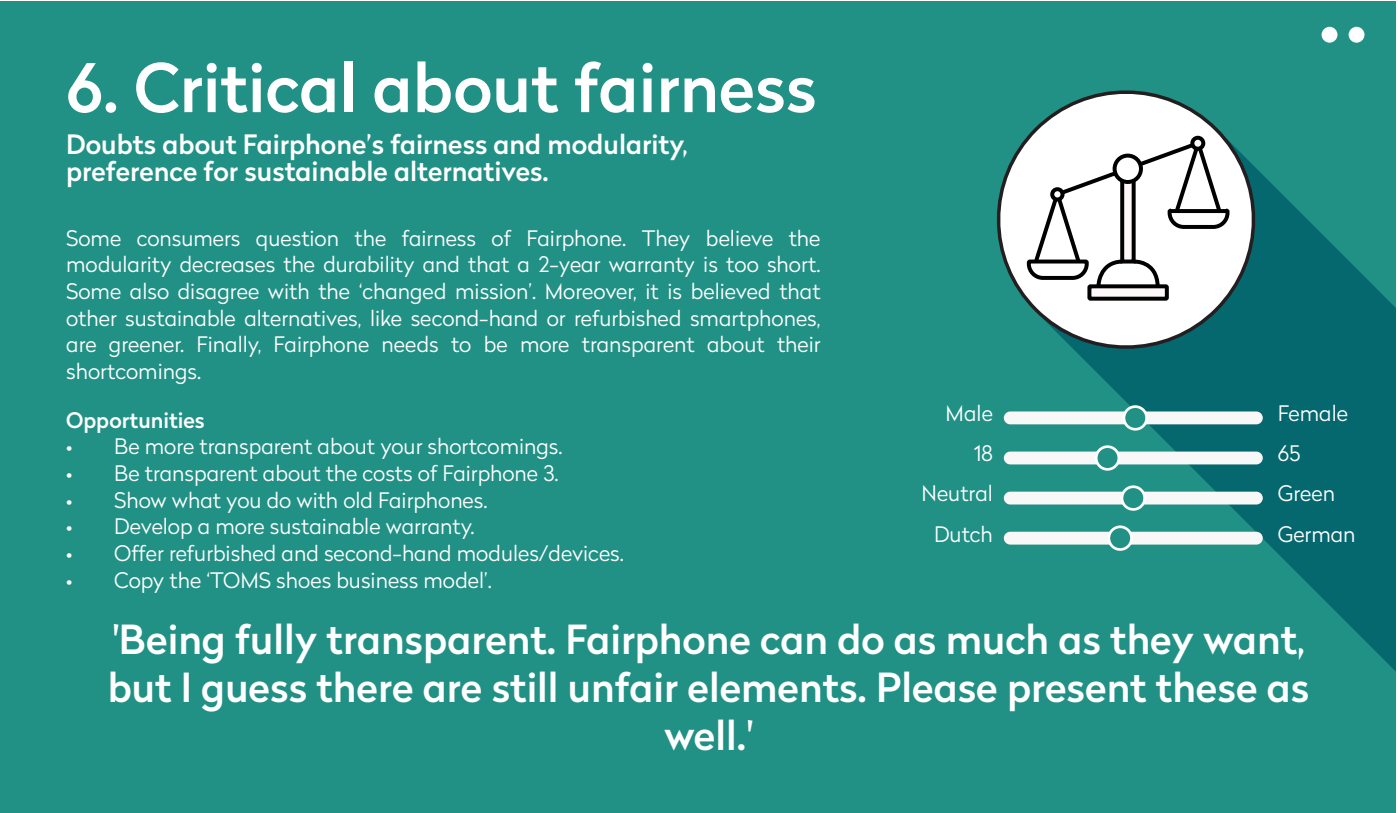


Figure 8.8 Barrier Card 6: Critical about fairness.

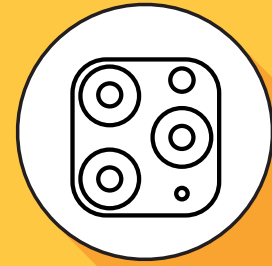
## 7. Gadget addiction

Looking for the latest functionalities and technical specifications.

Some consumers need to own a smartphone with the latest functionalities and technical specifications. They immediately purchase a smartphone which contains a unique functionality like for example the edge glass or Qi charging. They don't mind spending a lot of money. It was found that mostly males and younger consumers mentioned this barrier for not purchasing a Fairphone.

### Opportunities

- Develop a Flagship Fairphone with Flagship modules.
- Highlight the unique features of the Fairphone even more.
- Fairphone 4 must be 5G compatible.
- Develop different 'performance-levels' of modules.
- Let consumers personalise their Fairphone.
- Develop co-branded modules (a Bose-speaker module).



**'I would make a promise that the specs go with the newest developments. You must indicate that you are working hard on new modules such as, for example, a fisheye camera.'**

Figure 8.9 Barrier Card 7: Gadget addiction.

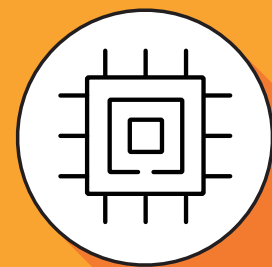
## 8. Reasonable specs needed

Fairphone 3 lacks essential specifications compared to phones with similar prices.

Many consumers believe that the Fairphone lacks technical specifications. The quality of the camera is not enough, it has a mid-segment processor and the display is old-fashioned. The Fairphone has a poorer quality compared to other smartphones in the same price range. Purchasing a newer smartphone is preferred since they believe it will last longer than a relatively old Fairphone. Interestingly, females are more likely to believe that every smartphone nowadays has a good quality.

### Opportunities

- Upgrade the camera module!
- Explain why the Fairphone is more expensive.
- For females, focus more on functionalities instead of specifications.
- For older consumers, focus more on user-friendliness.
- Improve the technical specifications for the Fairphone 4.



**'In terms of specifications, you want to hit the sweet spot that you have everything you need, for me the camera could be a bit better.'**

Figure 8.10 Barrier Card 8: Reasonable specs needed.

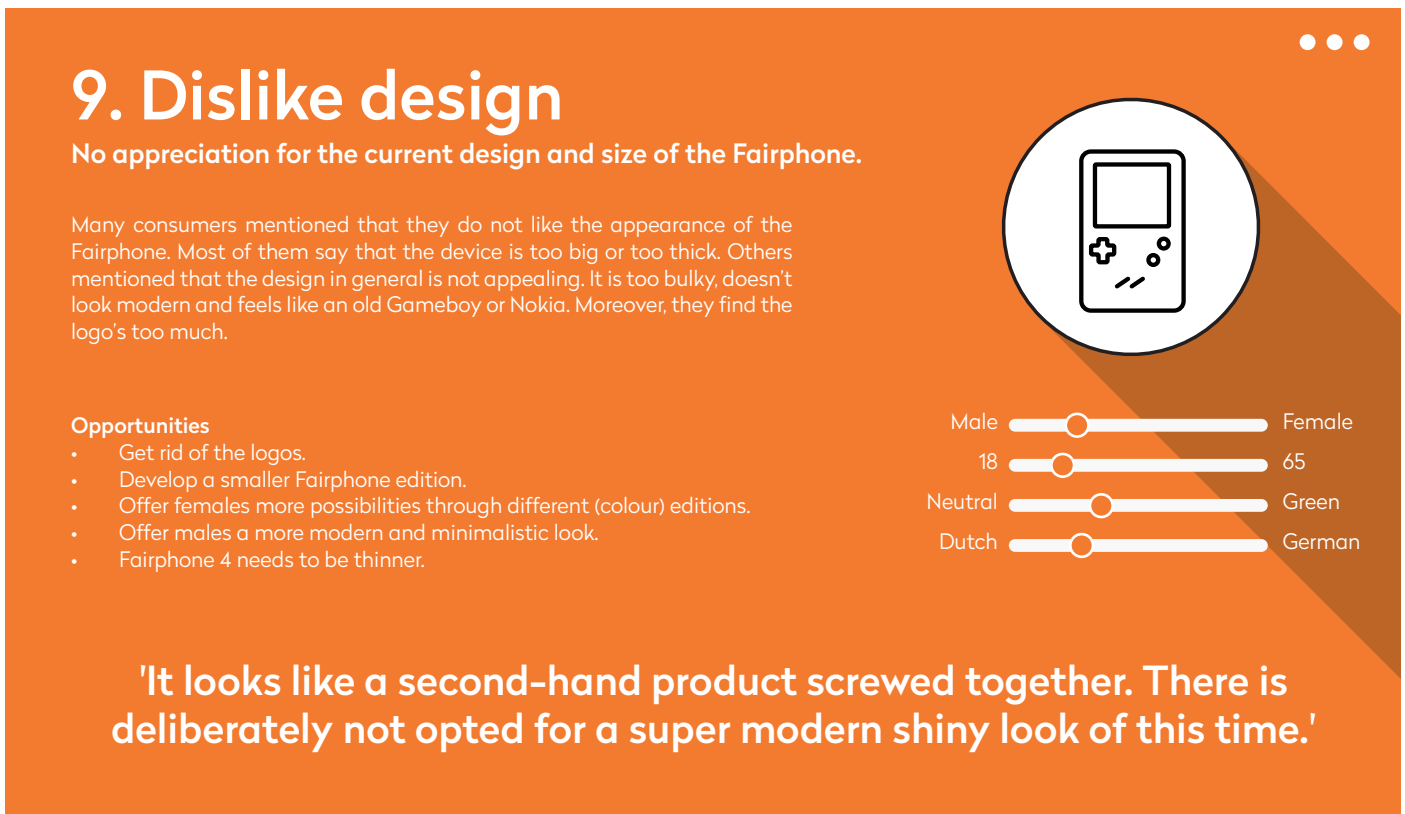


Figure 8.11 Barrier Card 9: Dislike design.

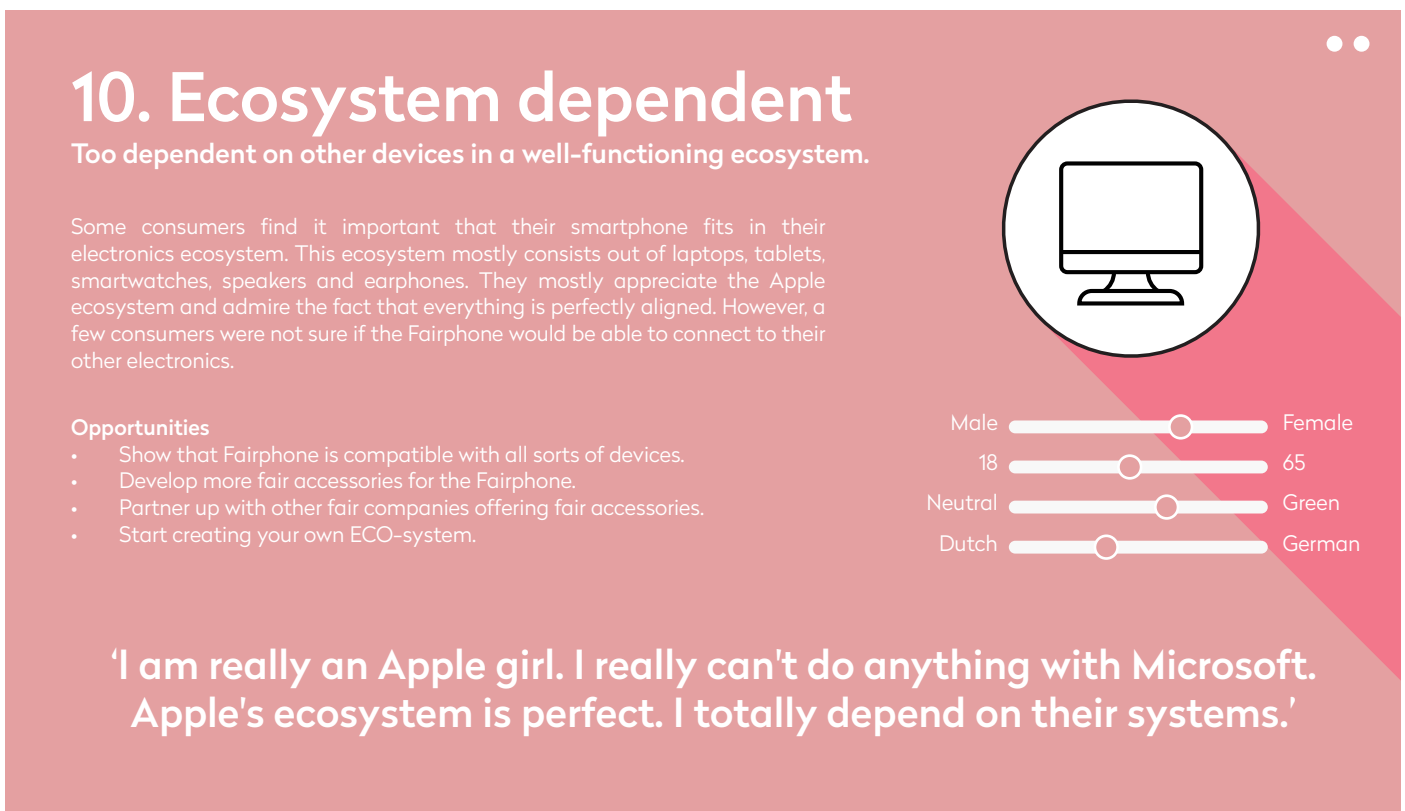


Figure 8.12 Barrier Card 10: Ecosystem dependent.

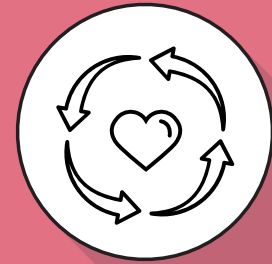
# 11. Brand devotion

A new smartphone brand is unreliable, rather stick to an established brand.

Many consumers believe a new smartphone brand is unreliable. Some have never heard of Fairphone while others have many prejudices about Fairphone. They think Fairphone is a bit naïve, the logo and company sound cheap, teething problems are expected and it feels inferior to other brands. Younger consumers prefer to purchase an established brand while older consumers rather stick to smartphone brands with which they already have some experience. Moreover, they don't know that it is possible to get a Fairphone with their subscription.

## Opportunities

- Show that it is possible to combine a Fairphone with a subscription.
- Take advantage of how expensive it is to repair other smartphones.
- Show that Fairphone is a serious option.
- Make Fairphone hip and trendy!
- Focus more on repairability. A real guy fixes his own smartphone.
- Show the differences between Fairphone and other brands.
- Create documentaries about the smartphone industry.



**'For me, Fairphone is a concept brand. A few extreme people do it. In the wild no one has one.'**

Figure 8.13 Barrier Card 11: Brand devotion.

# 12. iPhone loving

Great experiences with iPhone, no reason to switch.

Many iPhone users mention that they would never switch to an Android device since it is unreliable, easier to be hacked and not user-friendly. Some consumers are proud to tell that they always had an iPhone and that even bad news about Apple would not really have an impact on them. When they need to purchase a new smartphone, they won't even consider another brand. They just own an iPhone and are not completely locked into the Apple ecosystem yet.

## Opportunities

- Facilitate the transition to Android.
- Show testimonials of consumers who made the transition.
- Show that Android is not that bad.
- Learn from Samsung. They offer transition services.



**'Used to iPhone. Once you switch to the iPhone, you will never go back. I don't have a MacBook, because I can't really deal with MacBook's. I am a real laptop fan.'**

Figure 8.14 Barrier Card 12: iPhone loving.

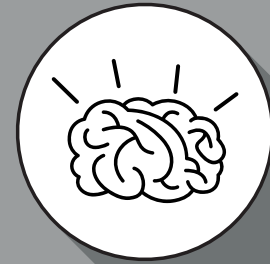
## 13. Anxious

All technical elements are a scare-off, where to go with problems?

Especially some older non-techy consumers feel a bit anxious regarding the self-repairs of Fairphone. They are afraid to repair their own smartphone and rather would go to a physical service point close by. Moreover, some are not sure if a Fairphone has the same applications as their current smartphone.

### Opportunities

- Show that a Fairphone is a real smartphone with applications.
- Offer physical service points.
- Include a service business model.



'I think Fairphone works with modules. How do you know that something is specifically broken? How do you know which modules to change? And what do you do if there are problems with the software?'

Figure 8.15 Barrier Card 13: Anxious.

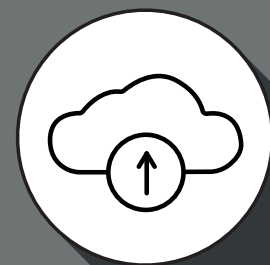
## 14. Uncertain of updates

Expect more transparency about software (and hardware) updates.

Some consumers need the newest version of Android and they want to know when they can expect new software updates. Moreover, they want to know if there will be enough modules available in the next 5 years. Finally, they want to know which module upgrades will be released soon.

### Opportunities

- Be more transparent about software updates.
- Present a roadmap of coming updates and upgrades.
- Make Android 10 available for Fairphone 3.



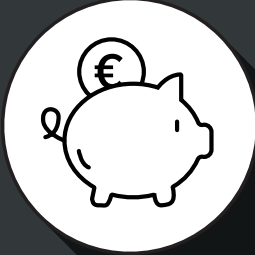
'I always want to have the latest version of the Android OS. There was no info about when the updates will be available. If you know you can keep your OS updated, that is a plus.'

Figure 8.16 Barrier Card 14: Uncertain of updates.

# 15. Frugal

Don't spend a lot of money on a smartphone at all.

A lot of consumers don't want to spend much money on a new smartphone. They just always purchase the cheaper models (around 250 euros), or they purchase a second-hand or refurbished smartphone. Next to that, they believe that the prices of the different modules are too expensive.



**Opportunities**

- Show the financial benefits of the repairability.
- Show the financial benefits of a durable smartphone.
- Develop a new business model.
- Fairphone-as-a-service.
- Pay-per-usage.
- Offer a cheap, low-quality, edition.
- Cheaper refurbished spare modules.

Male  Female  
 18  65  
 Neutral  Green  
 Dutch  German

**'450 euros is too much, 300 euros is enough. There are also phones for 150 euros. It is too much. I don't pay that much money for a smartphone.'**

Figure 8.17 Barrier Card 15: Frugal.



Figure 8.18 Barrier Cards.



## 8.4 Prioritisation setup

You have probably experienced that all fifteen barrier cards are quite different. Some of the barriers are easy to fix while others might need a lot of effort. Take for example the barrier related to gadget addiction. If we look at the technical specifications of the Fairphone 3, it is clear that they do not yet match the latest of the latest. On the other hand, there are of course some sweet spots: barriers that are relatively easy to solve and which have a high impact. For determining these sweet spots, a survey was sent out to Fairphone employees to rank the barrier cards on four different scales:

1. Market potential – *What is the market potential? How much impact would solving this barrier have?*
2. Urgency – *Should we act now?*
3. Effort – *How much effort do we need to take to trigger this barrier?*
4. Newness – *How new is this barrier to you?*

Before filling out the survey, all the cards were presented to the participants of the prioritisation survey. Next to ranking the cards, the participants could leave some remarks at certain barrier cards. This provided some very interesting insights and is used to determine the sweet spots. 10 Fairphone employees filled out the prioritisation survey. The participants were team members from three different teams within Fairphone:

- E-commerce team (4)
- Indirect sales team (4)
- Brand team (2)

This group included both managers and new recruits. I have chosen to have the selection process done by these teams as they are responsible for attracting new consumers. This matches their work and that is why they were enthusiastic to think along with them. These employees are also slightly better acquainted with consumers and were therefore able to think along with me about the research results.

An overview of the average scores on the scales can be found in [Appendix I](#). In the same appendix an overview will be presented of the feedback given to some of the barrier cards.



Figure 8.19 Barrier Cards.

## 8.5 Prioritisation

### 8.5.1 Impact-effort matrix

The results of the prioritisation survey will be used to fill out an impact-effort matrix. The PICK chart will be used which is a Lean Sigma tool for organising process improvement ideas and categorising them into different groups: **Possible, Implement, Challenge and Kill** (Michael, 2006). The PICK chart consists out of four quadrants and it has two axis. On the X-axis you will find the impact of a barrier card and on the Y-axis you will find how much effort it will take to overcome this barrier.

Because of the first survey and the prioritisation survey, a lot of data is available. Therefore, formulas are created to determine a value for both the impact and effort of a certain barrier card. The formula for the impact of a barrier card is self-made and based on the market potential and urgency as ranked by Fairphone employees and the frequency of mentioning this barrier by potential consumers as discussed in Chapter 6. As a result of a conversation with Fairphone, it is determined that the urgency of a certain barrier card is more important than the other two. The final score for impact is therefore calculated with the following self-made formula:

$$\text{Impact} = \text{Market Potential} + \text{Frequency} + 2x(\text{Urgency})$$

For calculating the final score for effort, the prioritisation survey filled out by Fairphone employees was considered. In order to match the effort value with the impact value, the effort score is multiplied by a factor four. The final score is therefore calculated with the following self-made formula\*:

$$\text{Effort} = 4x(\text{Effort})$$

Both scores are plotted on the PICK chart and the result can be found in [Figure 8.20](#).

### 8.5.2 Quick wins – Implement

Figure 8.20 provides an overview of the sweet spots, barrier cards that require relatively little effort and could have high impact. The barrier cards within the circle are selected to proceed with. An overview of the six selected barrier cards can be found in Figure 8.21. The selection also is in line with the remarks of Fairphone employees. Take for example a remark about the barrier card ‘Critical about fairness’: ‘We stand for Fairness. This is our USP. If people don’t believe in the work we are doing, then this needs to be a priority.’

### 8.5.3 Major Projects – Challenge

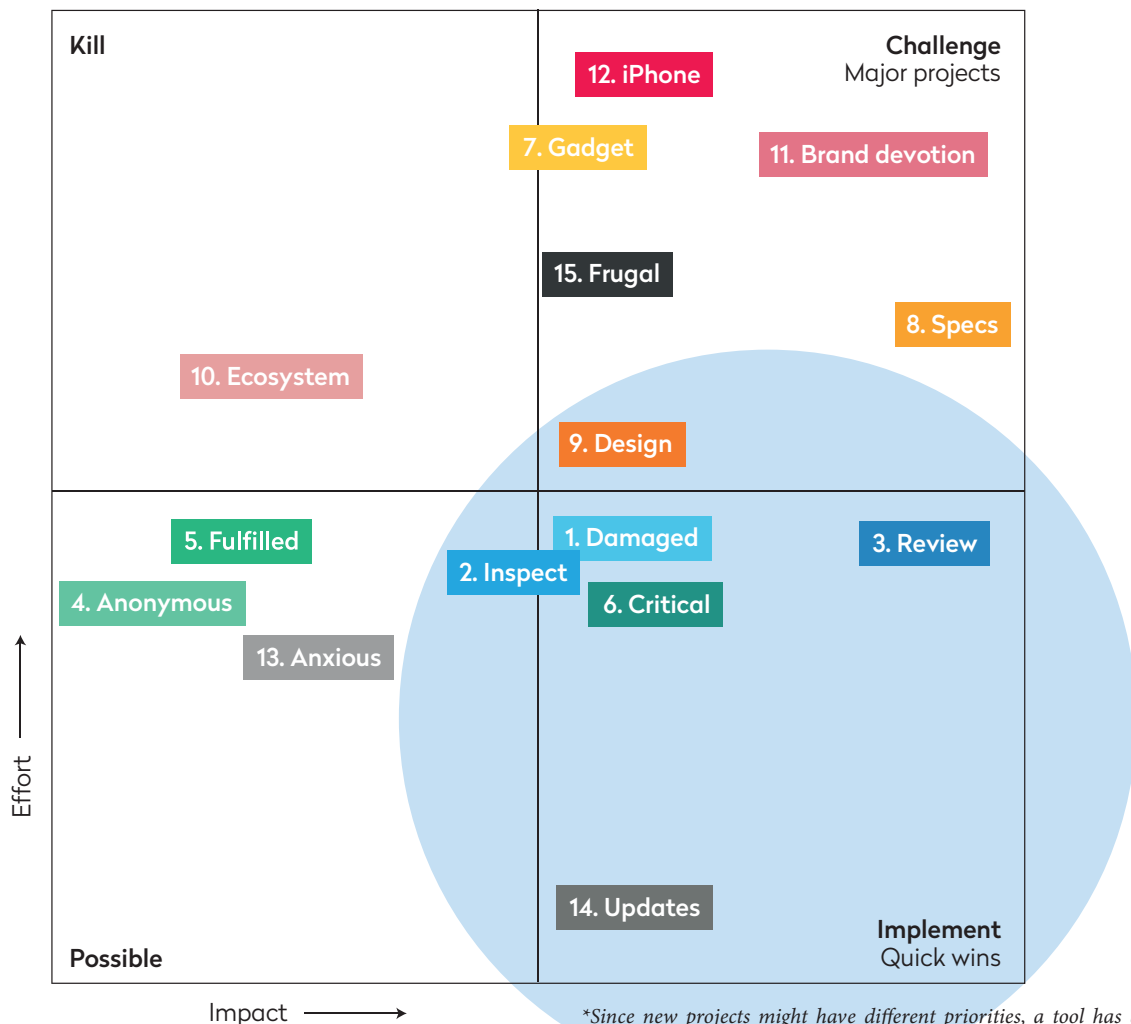
As can be seen in Figure 8.20, there are many barrier cards that might have a big impact, but also require a lot of effort. Take for example the technical specifications of the Fairphone 3. For the purpose of this research it is not possible to change the technical specifications of the Fairphone 3 and therefore it is decided that this barrier card is something for the longer term. It is a big challenge to solve in the near future, but

for now it is not possible yet. Or as one of the Fairphone employees mentioned: ‘We don’t have the R&D budgets to maximise this potential.’

### 8.5.4 Tough ones

Let’s briefly look at the fulfilled barrier card. ‘Pushing people to buy a new phone goes against what we stand for,’ and therefore it is decided to not focus on this barrier card. Of course, there are possibilities here to for example ‘make them a Fairphone fan, engage them with great content and 1-2 years down the line, once they need a new phone, Fairphone should be one of the considered options.’

Next to that, there is the frugal barrier card which is related to the price of the Fairphone 3. ‘We can basically not overcome this barrier with our pricing strategy and only one device in our portfolio. I don’t think it’s worth spending more time on this.’ It is unrealistic to lower the price in the short term, and therefore this barrier card is defined as a tough one.



\*Since new projects might have different priorities, a tool has been created for Fairphone to change the formulas which immediately provides them with an updated chart. For the purpose of this research, the current formulas are selected. New projects could use the tool to create an updated prioritisation.

Figure 8.20 PICK Chart. Impact Effort Matrix.

## 8.6 Reflection

The outcome of this selection was reasonable to expect. The pink barrier cards related to the loyalty to other brands, require a lot of time and effort to trigger. Moreover, the hardware of the smartphone is also something that needs a lot of work. It was expected that these orange cards are not 'quick wins' and therefore will not fit the scope of this project. In addition, it is clear that there is a great need for Fairphone to bring their consumers more in touch with the phone itself. People should be able to try it more and encounter it more in everyday life. That is why the blue cards all come back in the selection. Personally, I think this is indeed a big problem that needs to be addressed quickly.

Actually, the 'design' barrier should be excluded as well, but since I'm doing this project to get the title of a designer, I put it there after all. I am happy to continue with these cards and to find some great ideas. By the way, the other cards are certainly not discarded.

Fairphone invited me for the creation of marketing personas in collaboration with the customer research team of Fairphone. This was a joint project based on my research and their research. I have been involved with this side-project and the personas will be used to validate concepts created. The creation and the results of the personas are described in [Appendix J](#).

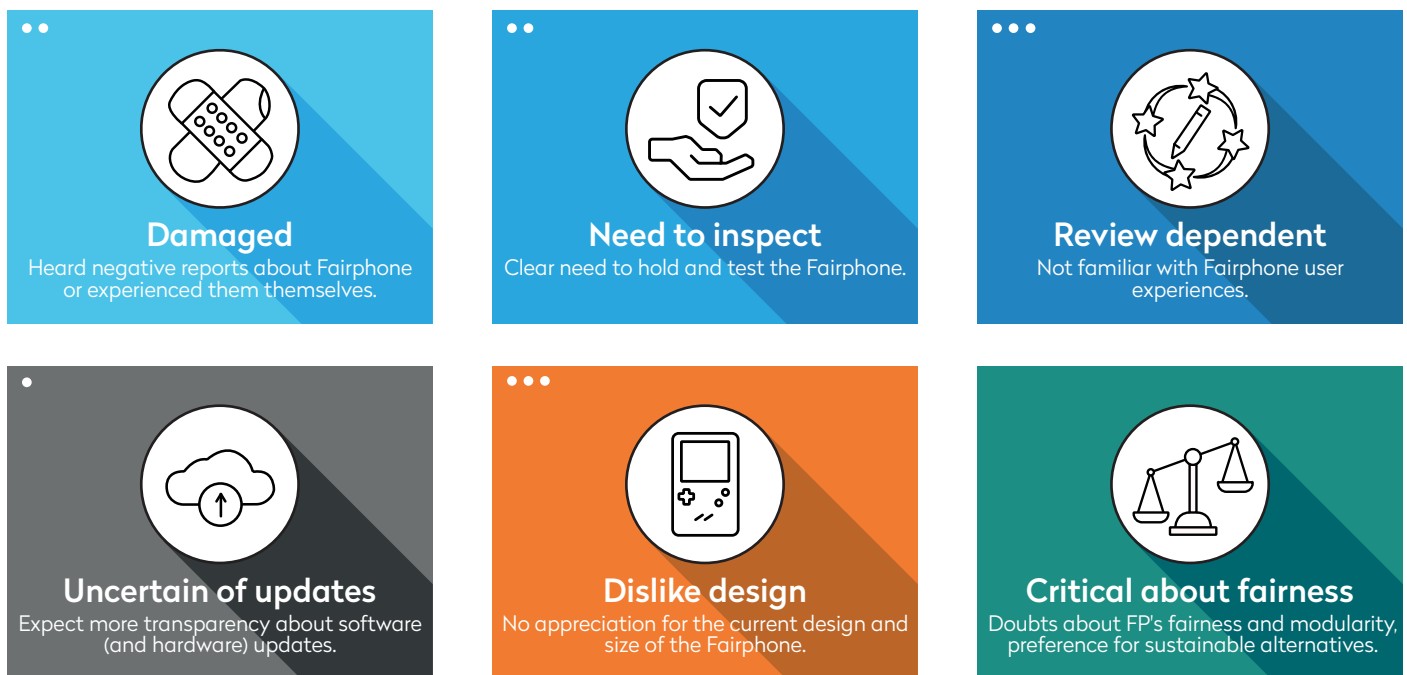


Figure 8.21 An overview of the six selected barrier cards which are selected to proceed with.

# chapter 8

## Summary | Define | Barrier cards

### 8.7 Key insights

- Fifteen Barrier cards have been developed. Each barrier card represents a certain reason for consumers why they would not purchase a Fairphone.
- Some barriers could be labelled as major projects for the future. A major barrier is for example that consumers need the newest and the latest technical specifications, however Fairphone does not have the R&D budgets at the moment to maximise this potential.
- Other barriers are more interesting and could be labelled as sweet spots. Barrier cards that require relatively little effort and could have high impact. These cards are selected and will be used for the next phases.
- The results from the prioritisation are plotted on a graph as can be seen in Figure 8.22.
- Barrier cards that require relatively little effort and could have high impact were selected to proceed with: Design dislike, Need to inspect, Damaged, Critical about fairness, Review dependent and Uncertain of updates.

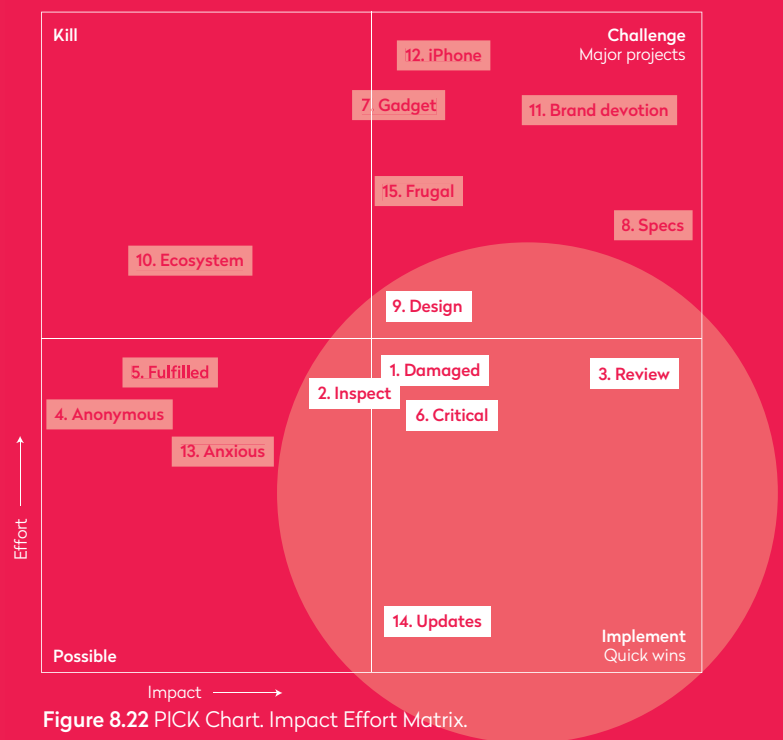


Figure 8.22 PICK Chart. Impact Effort Matrix.

### 8.8 What's next?

With the barrier cards, the discovery phase is summarised. The barrier cards are printed and delivered to a few teams within Fairphone. They can use the cards for brainstorm sessions for example. It is easier for busy Fairphone employees to read the barrier cards, instead of this report.

It is time for the second diamond in the design process. It is time to think about potential solutions to the selected barriers. Fairphone employees are considered to be the experts in the ideation phase. I will facilitate creative sessions for the Fairphone employees in order to generate ideas. How can we trigger the selected barriers? That is the main question.

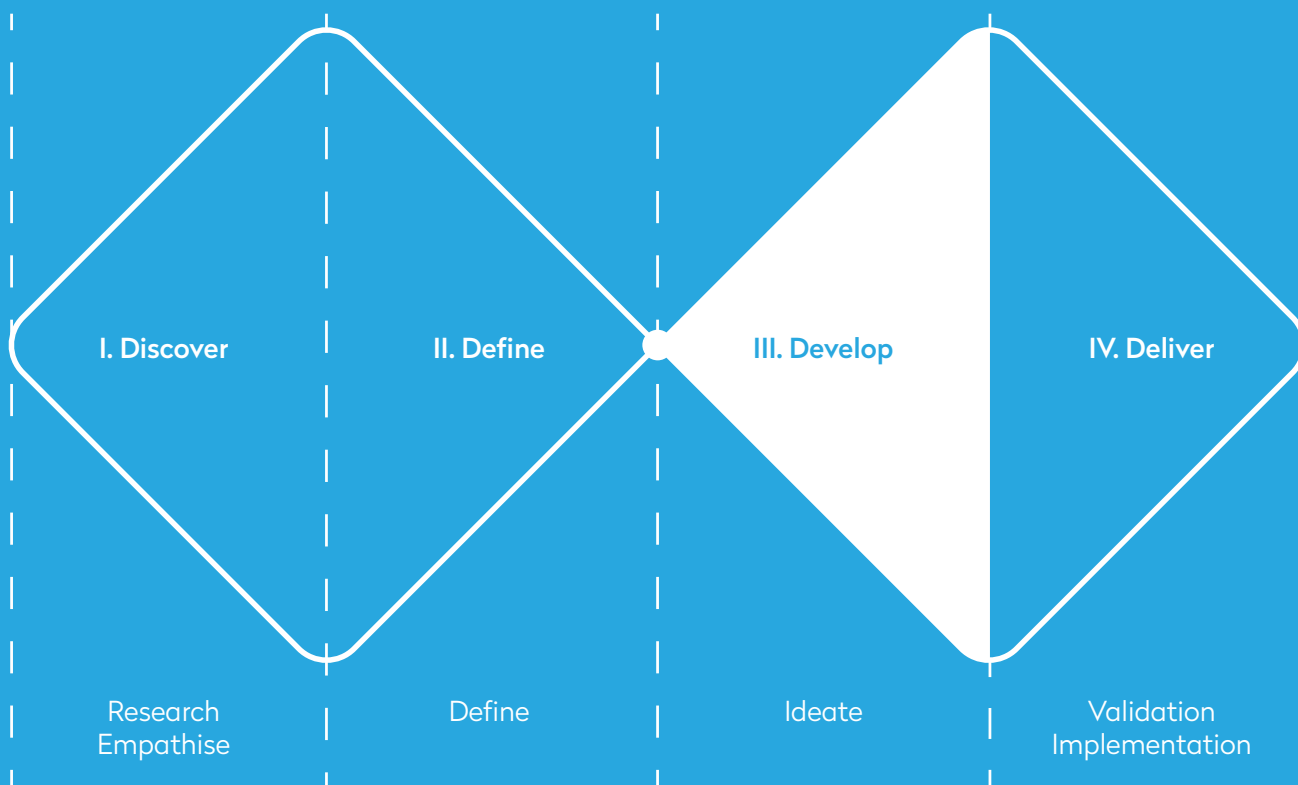


# part III Develop

**Chapter 9** | Creative problem solving with Fairphone  
**Chapter 10** | Strategic roadmap

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## chapter 9

# Develop

# Creative problem solving with Fairphone

*It is time to think about how we are going to trigger the selected barriers. We let the real experts have their say, namely eighteen employees of Fairphone divided over six online creative sessions facilitated by me. This chapter describes the methods used, the setup and the results. During the sessions we will focus on the six selected barrier cards as described in Chapter 8. Other green companies have been consulted to examine how they solve certain barriers. The results of this inspiring research can be found in [Appendix K](#).*

### 9.1 Goal

The barriers for consumers are known, the next step is to find potential triggers. The 'developing' phase is a divergent phase which means that there is freedom for many ideas. Besides inventing potential triggers, creative sessions also provide inspiration within the organisation. And it is a good platform to discuss the future of Fairphone. However, the main goal of these sessions is to come up with solutions on how to trigger the six selected barriers.

### 9.2 Method

In order to organise and facilitate an effective group session, I have been using the Integrated Creative Problem Solving techniques as described by Heijne and van der Meer (2019). For solving problems, this method proposes three steps:

1. Problem finding
2. Idea finding
3. Solution finding

Next, they provide suggestions for various methods within each step. Because of COVID-19, the sessions had to be taken in virtual mode. Through Google Hangouts and Miro, these sessions could easily take place. Participants were pre-trained to use Miro. Six online sessions were conducted each with three participants from the E-commerce, brand and indirect sales team.

### 9.3 Setup

This paragraph explains how the process went including the preparation, structure and the pre-test.

#### 9.3.1 Preparation

I had the chance to present the selected barrier cards in the E-commerce, brand and indirect sales weekly team meetings. This had two advantages: informing anyone about the barriers found and recruiting participants for the creative sessions. In total eighteen employees were interested in joining and six teams of three employees were created. Each team had a member from the E-commerce, brand and indirect sales team. Each session lasted 90 minutes.

Since we were going to work with a new system (Miro), a short training was necessary. An online instruction was emailed to the participants in advance. An additional advantage was that participants already could select interesting opportunities

from the other barrier cards (Chapter 8) and the inspiration from other companies ([Appendix K](#)).

#### 9.3.2 Structure

The session started off with an introduction to explain the purpose of the entire research and the contribution of this creative session. Next, the brainstorming rules were explained and participants had to join a random icebreaker activity. An overview of the entire structure can be found in [Figure 9.1](#).

Barriers, problems and finding solutions, it sounded a bit negative. Therefore, we started off with emphasising the strengths of Fairphone as described in [Appendix G](#). Next, participants had to read the barrier cards again and were asked to formulate the real problem in their own words with the help of Flower association. Flower association is a method in which participants write down their thoughts around a central theme, like the petals of a flower radiating outward from the centre (Heijne and van der Meer, 2019).

For the idea finding step XYZ brainwriting has been used. It is a silent variant of the brainstorming technique that promotes fluency and it gives participants only two minutes to come up with triggers for one specific barrier card. After two minutes, they moved to another card and so on. By seeing the other ideas, participants are stimulated to build on ideas of the other participants and improve them. The next step was to do the same exercise, but now they had to come up with ideas for a combination of two barrier cards. After this task it was time for a short break.

To continue with idea finding, participants had to select an idea that they liked. It was time for Crazy 6 which is a fast brainstorming exercise that challenges participants to come up with six ideas in six minutes. We did this assignment twice, but the second time with a different idea.

We had formulated so many ideas and it was time to select interesting ones. In the solution finding phase, participants were asked to select six ideas that they liked: two for the short term, two for the mid term and two for the long term. Additionally, they could pick two ideas that they were totally in love with. Participants were asked to shortly present their choices. The session ended with a thank you and an explanation of the next steps.

### 9.3.3 Pre test

To see what it is like to facilitate a creative session online, a pre-test was conducted. Two fellow students participated. Next to some easy fixes the following insights were of importance:

- Block certain elements in the environment. Otherwise everyone will already be playing with them.
- Give everyone their own coloured post-its. This way they can not effortlessly join the session. Other participants can see how much they are contributing.
- Explain a couple of shortcuts in the introduction.

### 9.4 Results

The participants all actively participated and that is how great ideas were born. In all the sessions about 680 ideas were generated. In addition, a total of 40 ideas have been selected for the short, medium and long term. These ideas are the starting point for the roadmap. The Fairphone employees responded enthusiastically to the online format and I enjoyed it myself! [Figure 9.2](#) shows some pictures of the participants. Thank you guys!

## Homework

### 0. Training | 10 minutes

- Explain Miro basics
- Present opportunities from other barrier cards
- Present inspiration for other companies
- Selecting 3 interesting ideas

## Session

### 1. Introduction | 5 minutes

- Explain purpose of the research
- Explain brainstorming rules
- Icebreaker

### 2. Briefing + Problem finding | 15 minutes

- Emphasise strengths of Fairphone
- Go through the **6 selected barrier cards**. Flower association.

### 3. Idea finding | 45 minutes

- XYZ BrainWriting 1 (6 cards, 3 participants, 2 minutes)
- XYZ BrainWriting 2 (3 combi sets, 3 participants, 2 minutes)

### Break | 5 minutes

- Crazy 6's 1 (5 variations on an interesting idea)
- Crazy 6's 1 (5 variations on an interesting idea)

### 4. Solution finding | 15 minutes

- Hits or Dots (Combination with SML)

### 5. Closing | 5 minutes

- Thank you
- Next steps

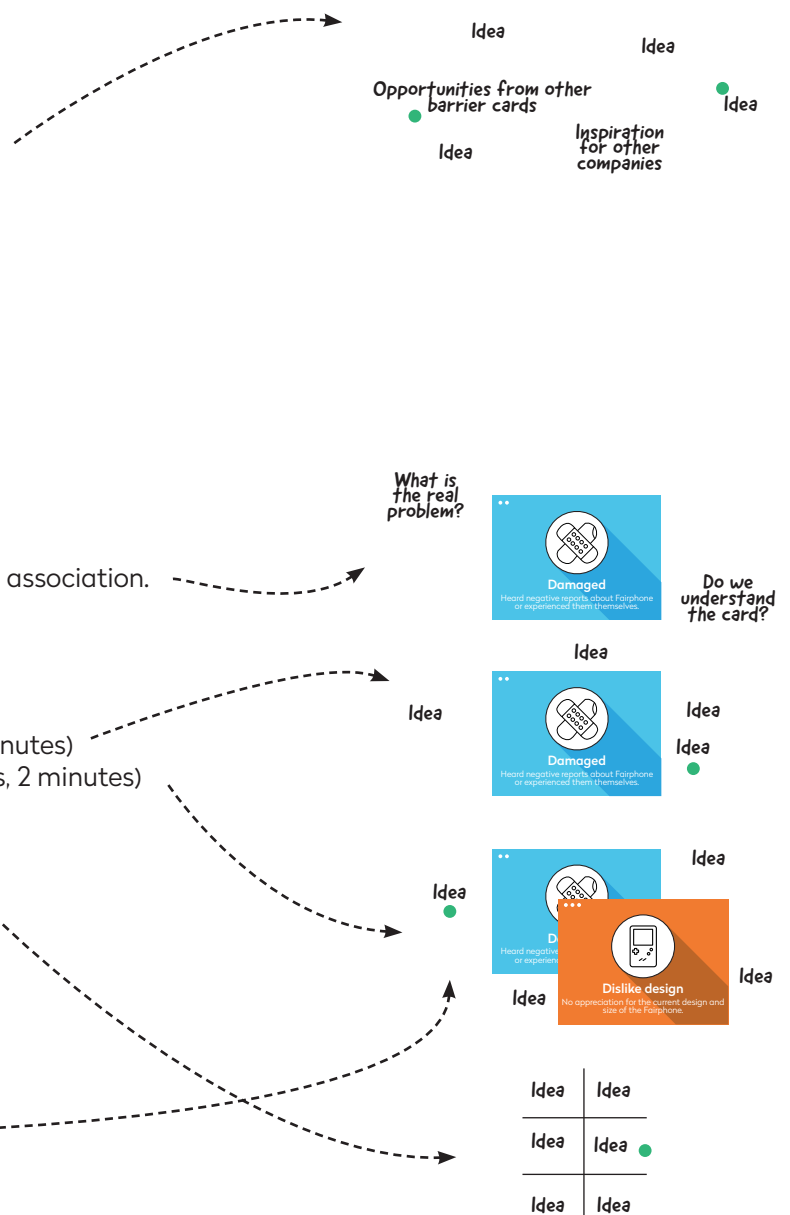


Figure 9.1 Creative problem solving with Fairphone setup.



### 9.5 Side project

The E-commerce team wanted to schedule a separate session to look at the remaining nine barrier cards. This online session with five participants of 90 minutes was scheduled after the other six sessions. Another 75 ideas came out of this session. These ideas will also be included in the creation of the roadmap. And the E-commerce team also noted a number of action points for themselves.

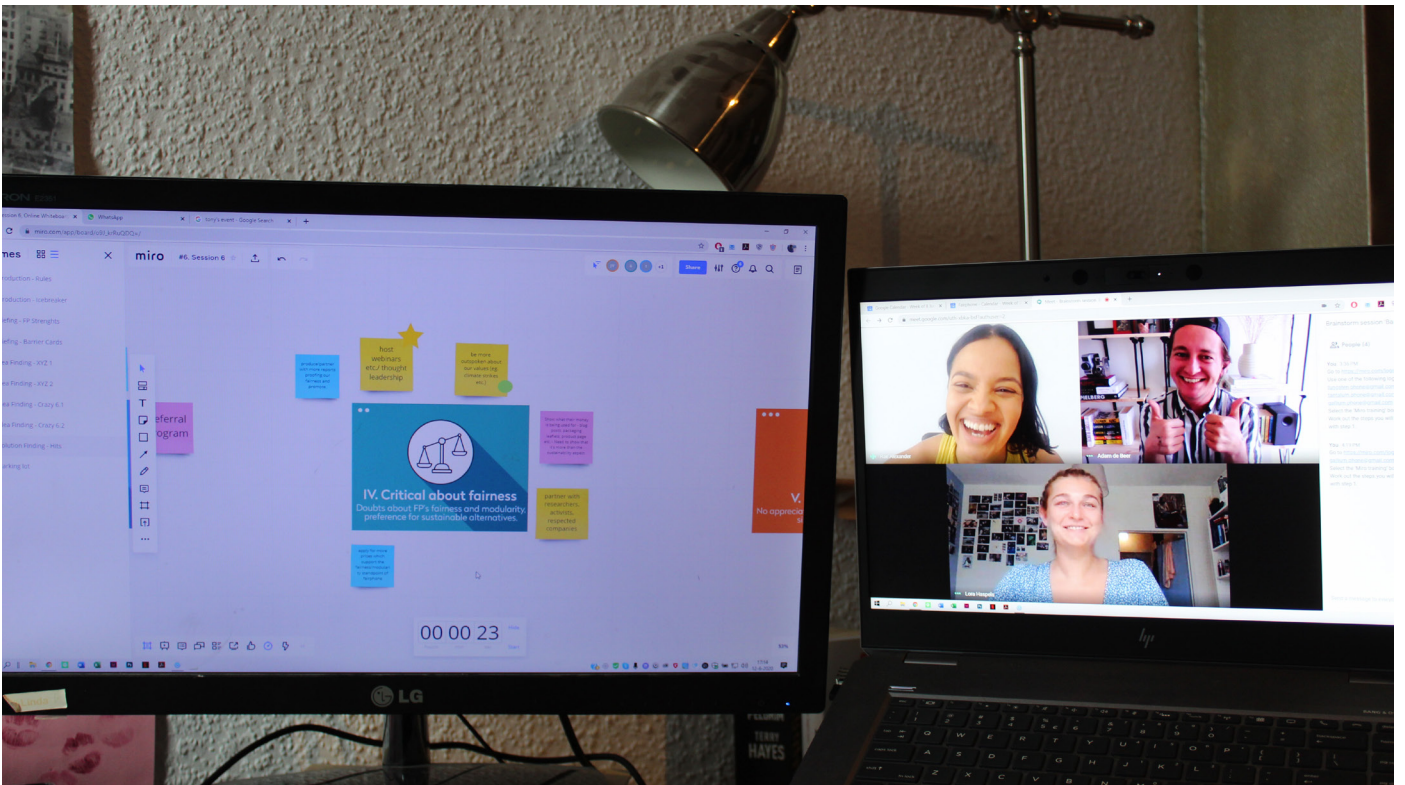
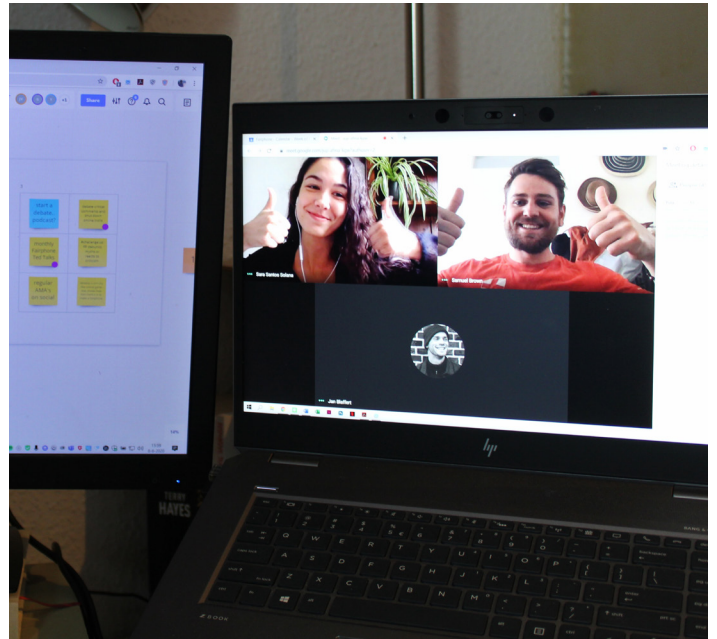
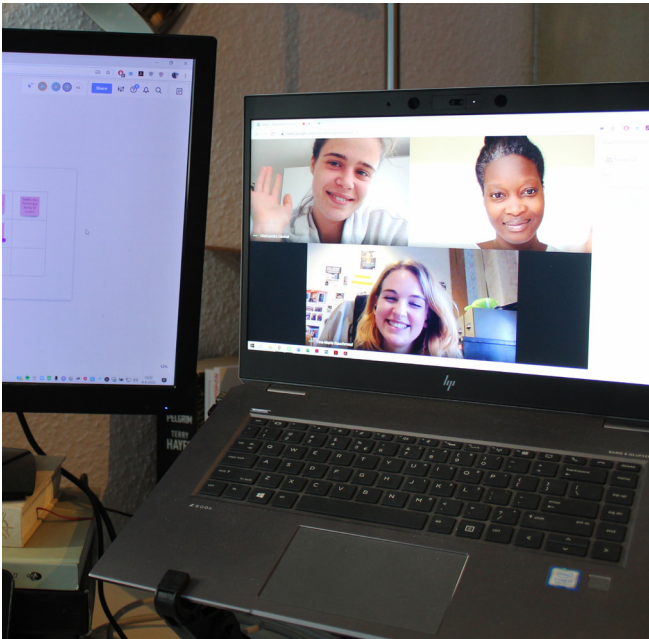


Figure 9.2 Creative problem solving with Fairphone. Thanks guys!

# chapter 9

## Summary | Develop

### Creative problem solving with Fairphone

Short term

Mid term

Long term



#### 9.6 What's next?

The eighteen employees of Fairphone have proven to be real experts. They have come up with 680 interesting ideas and they have selected 40 promising ideas. Some of the ideas are displayed on this page. This valuable input must not be forgotten and must somehow be summarised. That is why all these ideas need to be turned into a structured roadmap. It would be great to install this roadmap in Fairphone's office. This way, they will not easily forget which good ideas actually exist within the Fairphone team.

# chapter 10

## Develop

### Strategic roadmap

Now that we've generated so many ideas, it is time to select. This chapter describes how a strategic roadmap emerged from all the ideas. This strategic roadmap is a time-based plan to define where Fairphone needs to go in order to trigger the six selected barriers. For each barrier it is determined how the world would look like if this barrier would no longer exist. The ideas suggest how Fairphone could slowly work towards that final vision. This roadmap is presented separately from this report as [Deliverable 2](#).

#### 10.1 Goal

The barriers of the consumers are known and a roadmap can visualise the strategy needed to overcome these barriers. A strategic roadmap can be seen as the bridge between strategy and execution. The goal of this chapter is to make a clear and actionable overview for Fairphone to show them how to trigger the six selected barriers.

#### 10.2 Method

We started off with around 750 ideas. With the help of an online tool (Miro) these ideas have been analysed, merged and clustered. Moreover, Fairphone employees already partly expressed their preferences for certain ideas during the creative sessions. Promising ideas were spread over three horizons. In cooperation with the commercial director, these horizons have been specified to make sure this roadmap also fits within the development cycles of Fairphone. The horizons are defined as follows: short term (until Q4 2021), mid term (Q1 2021 – Q4 2021), and long term (2022 and beyond).

The three horizons work towards the future vision. The future vision is actually the opposite of the barrier card. It shows what the world will look like when this barrier no longer exists.

#### 10.3 Results

The different ideas were analysed per barrier. For each barrier different categories were defined and these are displayed as unique lines on the roadmap. [Figure 10.1](#) clearly shows that there are three lines per barrier card. [Figure 10.1](#) shows the roadmap, however it is probably hard to read and therefore you can find a bigger version in [Appendix P](#) or as [Deliverable 2](#). Each idea has its own project owner assigned and a checkbox to tick off the idea. Some of the ideas are already realised as we speak! The following paragraphs describe the different barriers and triggers in the roadmap. The future vision for that barrier will also be discussed in more detail.

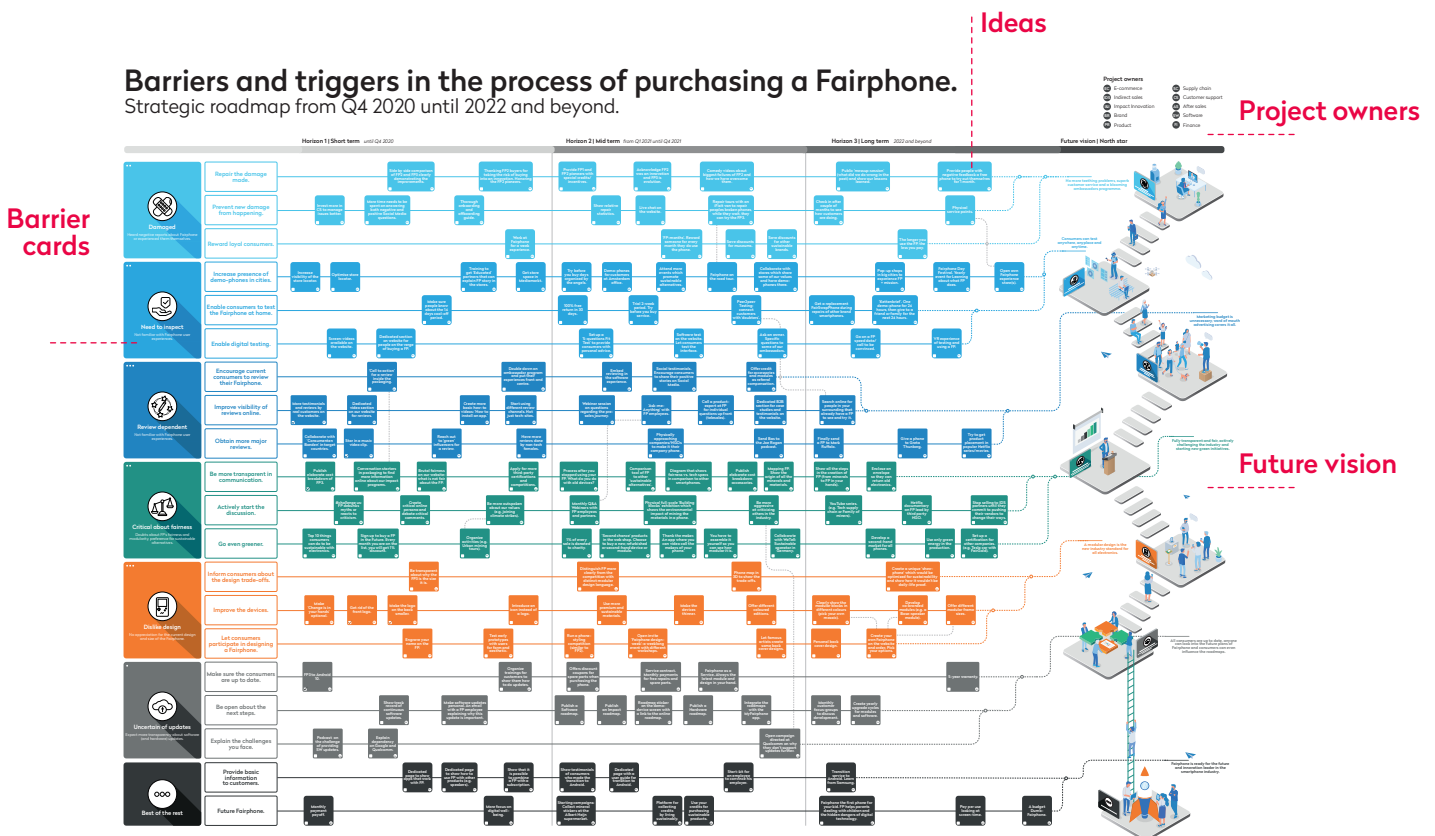
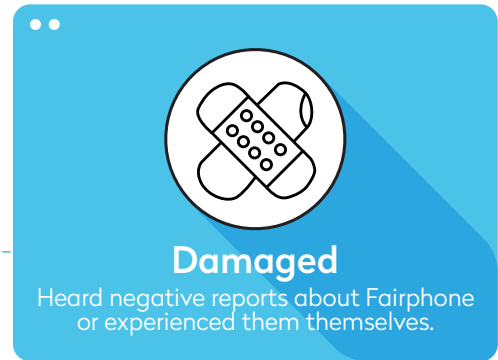


Figure 10.1 Strategic roadmap from Q4 2020 until 2022 and beyond. [10-17]

### 10.3.1 Future vision

Fairphone acknowledges to have learned from their first three devices. There are no more prejudices and it all comes together in the Fairphone 4: The last smartphone you will have to buy. The ambassadors programme is ahead of its game and loyal consumers are rewarded. In the unlikely scenario that customers need help, they will be able to get it immediately and everywhere they need it.



#### Repair the damage made.

- Side by side comparison of FP2 and FP3 clearly demonstrating the improvements.
- Thanking FP2 buyers for taking the risk of buying into an innovation. Honoring the FP2 pioneers.
- Provide FP1 and FP2 pioneers with special credits/incentives.
- Acknowledge FP2 was an innovation and FP3 is evolution.
- Comedy videos about biggest failures of FP2 and how we have overcome them.
- Public 'messup-session' (what did we do wrong in the past) and show our lessons learned.
- Provide people with negative feedback a free phone to try out themselves for 1 month.

#### Prevent new damage from happening.

- Invest more in CS to manage issues better.
- More time needs to be spent on answering both negative and positive Social Media questions.
- Thorough onboarding and offboarding guide.
- Show relative repair statistics.
- Live chat on the website.
- Repair tours with an iFixit van to repair peoples broken phones, while they wait, they can try the FP3.
- Check in after couple of months to see how customers are doing.
- Physical service points.

#### Reward loyal consumers.

- Work at Fairphone for a week experience.
- 'FP-months'. Reward someone for every month they do use the phone.
- Save discounts for museums.
- Save discounts for other sustainable brands.
- The longer you use the FP, the less you pay.

**No more teething problems, superb customer service and a blooming ambassadors programme.**



Figure 10.2 Future vision. [10-11]

### 10.3.2 Future vision

Testing a Fairphone is simple. It is clear which stores you can visit to see a Fairphone on display and it is not just Telecom stores. Other green stores and hotels keep asking Fairphone for demo phones to impress their customers. Fairphone even has its own experience stores. Consumers can start a free trial and test at home with ambassadors willing to help out if needed. Finally, consumers can start their virtual testing anywhere, anyplace and anytime.



#### Increase presence of demo-phones in cities.

- Increase visibility of the store locator.
- Optimise store locator.
- Training to get 'Educated' partners that can explain FP story in the stores.
- Get store space in Mediamarkt.
- Try before you buy days organised by the angels.
- Demo-phones for customers at Amsterdam office.
- Attend more events which promote sustainable alternatives.
- Fairphone on the road tour.
- Collaborate with stores which share some of our values and have demophones there.
- Pop-up shops in big cities to experience FP + mission.
- Fairphone Day Festival. Yearly event for Learning about what FP does.
- Open own Fairphone experience store(s).

#### Enable consumers to test the Fairphone at home.

- Make sure people know about the 14 days cool-off period.
- 100% free return in 30 days.
- Trial 2-week period. Try before you buy service.
- Peer2peer Testing: connect customers with 'doubters'.
- Get a replacement FairSwapPhone during repairs of other brand smartphones.
- 'Kettenbrief'. One demo-phone for 24 hours, then give to a friend or family for the next 24 hours.

#### Enable digital testing.

- Screen-videos available on the website.
- Dedicated section on website for people on the verge of buying a FP.
- Set up a '5-questions Fit Test' to provide consumers with personal advice.
- Software test on the website. Let consumers test the interface.
- Ask an owner. Specific questions to some of our ambassadors.
- Go on a FP speed date/call to be convinced.
- VR experience of testing and using a FP.


**Consumers can test anywhere, anyplace and anytime.**



Figure 10.3 Future vision. <sup>[10-13]</sup>

### 10.3.3 Future vision

Consumers know where to find reviews, testimonials and recommendations. It is available at all sorts of channels and platforms. The comparison tools make it easy to compare the Fairphone to other smartphones. Because everyone is extremely excited about Fairphone, marketing budget is unnecessary.



**Review dependent**  
Not familiar with Fairphone user experiences.

#### Encourage current consumers to review their Fairphone.

- 'Call to action' for a review inside the packaging.
- Double down on ambassador program and put their experiences front and centre.
- Embed reviewing in the software experience.
- Social testimonials. Encourage consumers to share their positive stories on Social Media.
- Offer credit for accessories and modules as referral compensation.

#### Improve visibility of reviews online.

- ✓ More testimonials and reviews by real customers on the website.
- Dedicated video section on our website for reviews.
- Create more basic how-to videos: 'How to install an app.'
- Start using different review channels. Not just tech-sites.
- Webinar session on questions regarding the presales journey.
- 'Ask-me-Anything' with FP employees.
- Call a product expert at FP for individual questions up front (telesales).
- Dedicated B2B section for case studies and testimonials on the website.
- Search online for people in your surrounding that already have a FP to see and try it.

#### Obtain more major reviews.

- Collaborate with 'Consumenten Bonden' in target countries.
- ✓ Star in a music video clip.
- Reach out to 'green' influencers for a review.
- Have more reviews done by non-tech females.
- Physically approaching companies/NGOs to make it their company phone.
- Send Bas to the Joe Rogan podcast.
- Finally send a FP to Mark Ruffalo.
- Give a phone to Greta Thunberg.
- Try to get product placement in popular Netflix series/movies.


**Marketing budget is unnecessary, word of mouth advertising covers it all.**



Figure 10.4 Future vision. [10-11]

### 10.3.4 Future vision

Fairphone is transparent about their processes, shortcomings, costs and revenues. They participate in all sorts of discussions and debates and are actively challenging key players in the industry. In line with their ambitions, Fairphone offers a lifelong warranty and 1% of all revenue will be donated to charities. Becoming more and more like a movement, Fairphone is starting new green initiatives like an online second-hand smartphone marketplace.



**Critical about fairness**  
Doubts about FP's fairness and modularity, preference for sustainable alternatives.

#### Be more transparent in communication.

- ✓ Publish elaborate cost breakdown of FP3.
- Conversation starters in packaging to find more information online about our impact programs.
- Brutal fairness on our website: what is not fair about the FP.
- Apply for more third-party certifications and competitions.
- Process after you stopped using your FP. What do you do with old devices?
- Comparison tool of FP to other 'sustainable alternatives'.
- Diagram that shows fairness vs. tech specs in comparison to other smartphones.
- Publish elaborate cost breakdown accessories.
- Mapping FP. Show the origin of all the minerals and materials.
- Show all the steps in the creation of FP (from minerals to FP in your hands).
- Enclose an envelope so they can return old electronics.

#### Actively start the discussion.

- #challenge us: FP debunks myths or reacts to criticism.
- Create critical online persona and debate critical comments.
- Be more outspoken about our values (e.g. joining climate strikes).
- Monthly Q&A Webinars with FP employees and partners.
- Physical full-scale 'Building blocks' exhibition which shows the environmental impact of mining the materials in a phone.
- Be more aggressive at criticising others in the industry.
- YouTube series. (e.g. Tech supply chain or Family of miners).
- Netflix documentary on FP lead by third party NGO.
- Stop selling to IDS partners until they commit to pushing their vendors to change their ways.

#### Go even greener.

- Top 10 things consumers can do to be sustainable with electronics.
- Sign up to buy a FP in the Future. Every month you are on the list, you will get 1% discount.
- Organise activities (e.g. Urban mining tours).
- 1% of every sale is donated to charity.
- 'Second chance' products in the web shop. Choose to buy a new, refurbished or second-hand device or module.
- Thank the maker. An app where you can video call the makers of your phone.
- You have to assemble it yourself so you can see how modular it is.
- Collaborate with WeTell: Sustainable operator in Germany.
- Develop a second-hand market for all phones.
- Use only green energy in the production.
- Set up a certification for other companies. (e.g. Tesla car with FairGold).

**Fully transparent and fair, actively challenging the industry and starting new green initiatives.**



Figure 10.5 Future vision. [10-11, 14]

### 10.3.5 Future vision

The Fairphone 1 may be an ugly phone, but it is considered to be a beautiful change. Looking back, the Fairphone 1 started a new era in which a modular design is the new industry standard. Moreover, consumers can customise and personalise their own devices with all sorts of options. They are even involved in the design process.



#### Inform consumers about the design trade-offs.

- Be transparent about why the FP3 is the size it is.
- Distinguish FP more clearly from the competition with distinct modular design language.
- Phone map in 3D to show the trade-offs.
- Create a unique 'showphone' which would be optimised for sustainability and show how it wouldn't be daily-life proof.

#### Improve the devices.

- Make 'Change is in your hands' optional.
- Get rid of the front logo.
- Make the logo on the back smaller.
- Introduce an icon instead of a logo.
- Use more premium and sustainable materials.
- Make the devices thinner.
- Offer different coloured editions.
- Clearly show the modular blocks in different colours (pick your own mosaic).
- Develop co-branded modules (e.g. a Bose-speaker module).
- Offer different modular frame sizes.

#### Let consumers participate in designing a Fairphone.

- Engrave your name on the FP.
- Test early prototypes with users for form and aesthetic.
- Run a phonestyling competition (similar to FP2).
- Open invite 'Fairphone designweek': a weeklong event with different workshops.
- Let famous artists create some back cover designs.
- Personal back cover design.
- Create your own Fairphone on the website and order. Pick your options.

**A modular design is the new industry standard for all electronics.**

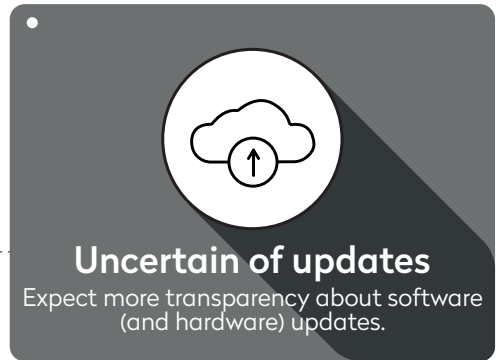


Figure 10.6 Future vision. [10-11, 15]



### 10.3.6 Future vision

Fairphone believes it is important to be transparent and open about what they are doing as a company. Anyone can look into their future plans and consumers can suggest new directions. Moreover, a focus group with real consumers can influence the roadmaps of Fairphone and the industry is challenged to be open as well. Next to that, new business models will make sure consumers are always up to date.



#### Make sure the consumers are up to date.

- ✓ FP3 to Android 10.
- Organise trainings for customers to show them how to do updates.
- Offers discount coupons for spare parts when purchasing the phone.
- Service contract. Monthly payments for free repairs and spare parts.
- Fairphone as a Service. Always the latest module and design in your hand.
- 5-year warranty.

#### Be open about the next steps.

- Show track record of continuous software updates.
- Make software updates personal. An email with a FP employee explaining why this update is important.
- Publish a Software roadmap.
- Publish an Impact roadmap.
- Roadmap sticker on the demodevice screen with a link to the online roadmap.
- Publish a Hardware roadmap.
- Integrate the roadmaps with the MyFairphone app.
- Monthly customer focus-groups to discuss development.
- Create yearly upgrade cycles for modules and software.

#### Explain the challenges you face.

- Podcast on the challenge of providing software updates.
- Explain dependency on Google and Qualcomm.
- Open campaign directed at Qualcomm on why they don't support updates further.

All consumers are up to date, anyone can look into the future plans of Fairphone and consumers can even influence the roadmaps.



Figure 10.7 Future vision. [10-11, 16]

### 10.3.7 Future vision

Flexibility and forward looking are key elements within the Fairphone culture. With new business models and innovations Fairphone is ready for the future.



#### Provide basic information to customers.

- Dedicated page to show apps that work with FP.
- Dedicated page to show how to use FP with other products (e.g. speakers).
- Show that it is possible to combine a FP with a subscription.
- Show testimonials of consumers who made the transition to Android.
- Dedicated page with a user guide for transition to Android.
- Start-kit for an employee to convince his employer.
- Transition service to Android. Learn from Samsung.

#### Future Fairphone.

- Monthly payment payoff.
- More focus on digital wellbeing.
- Starting campaigns: Save on mineral stickers at the Albert Heijn supermarket.
- Platform for collecting credits by living sustainably.
- Use your credits for purchasing sustainable products.
- Fairphone the first phone for your kid. FP helps parents dealing with children and the hidden dangers of digital technology.
- Pay per use looking at screen-time.
- A budget Dumb-Fairphone.

**Fairphone is ready for the future and innovation leader in the smartphone industry.**



Figure 10.8 Future vision. [10-11, 17]

### 10.4 Discussion

The roadmap is presented to both the E-commerce and indirect sales team. They were asked to provide some feedback and select interesting ideas. The feedback has been processed and the selection will be discussed in Chapter 11. What really stood out during the presentation was that some ideas provoked discussion. Different employees reacted differently to certain ideas. These are essential issues where the Management team may need to take a well-defined position. It concerns the following idea directions:

- Public 'mess-up-session' (what did we do wrong in the past) and show our lessons learned.
- Brutal fairness on our website: what is not fair about the Fairphone.
- Be more outspoken about our values (e.g. joining climate strikes).
- Use only green energy in the production.
- Offer different modular frame sizes.
- 5-year warranty.
- Monthly customer focus-groups to discuss development.
- Publish a software roadmap.
- Publish a hardware roadmap.
- Publish an impact roadmap.
- Be more aggressive at criticising others in the industry.
- Open campaign directed at Qualcomm on why they do not support updates further.
- Stop selling to indirect sales partners until they commit to pushing their vendors to change their ways.

I believe it is very valuable for Fairphone to think carefully about these points again. Where does Fairphone wants to go?

### 10.5 Personalised roadmap

After processing all feedback, several roadmaps were made per team. On these roadmaps only the ideas are highlighted for which that team is responsible. [Appendix Q](#) gives two examples for the E-commerce and brand team. These roadmaps will be printed and displayed in the office. [Figure 10.9](#) shows an example of a printed version.

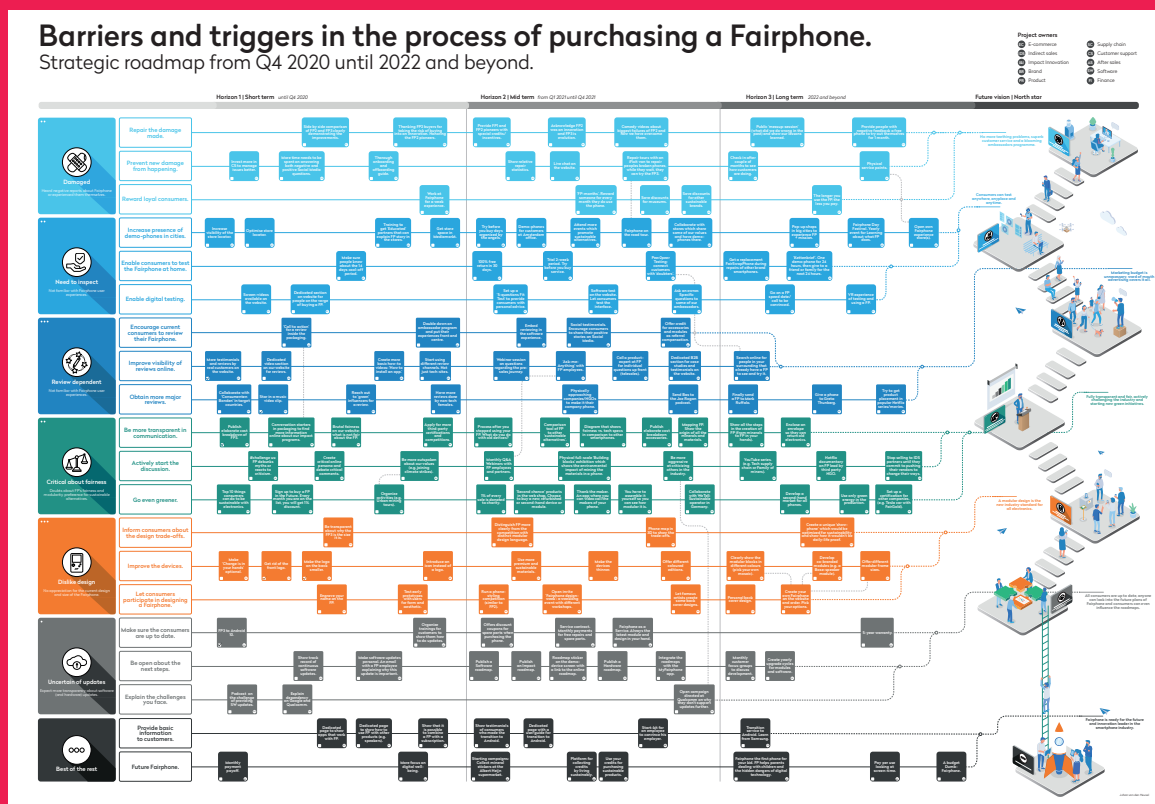


Figure 10.9 Strategic roadmap from Q4 2020 until 2022 and beyond.

# chapter 10

## Summary | Develop | Strategic roadmap

Check Deliverable 2 for the full-size Roadmap.



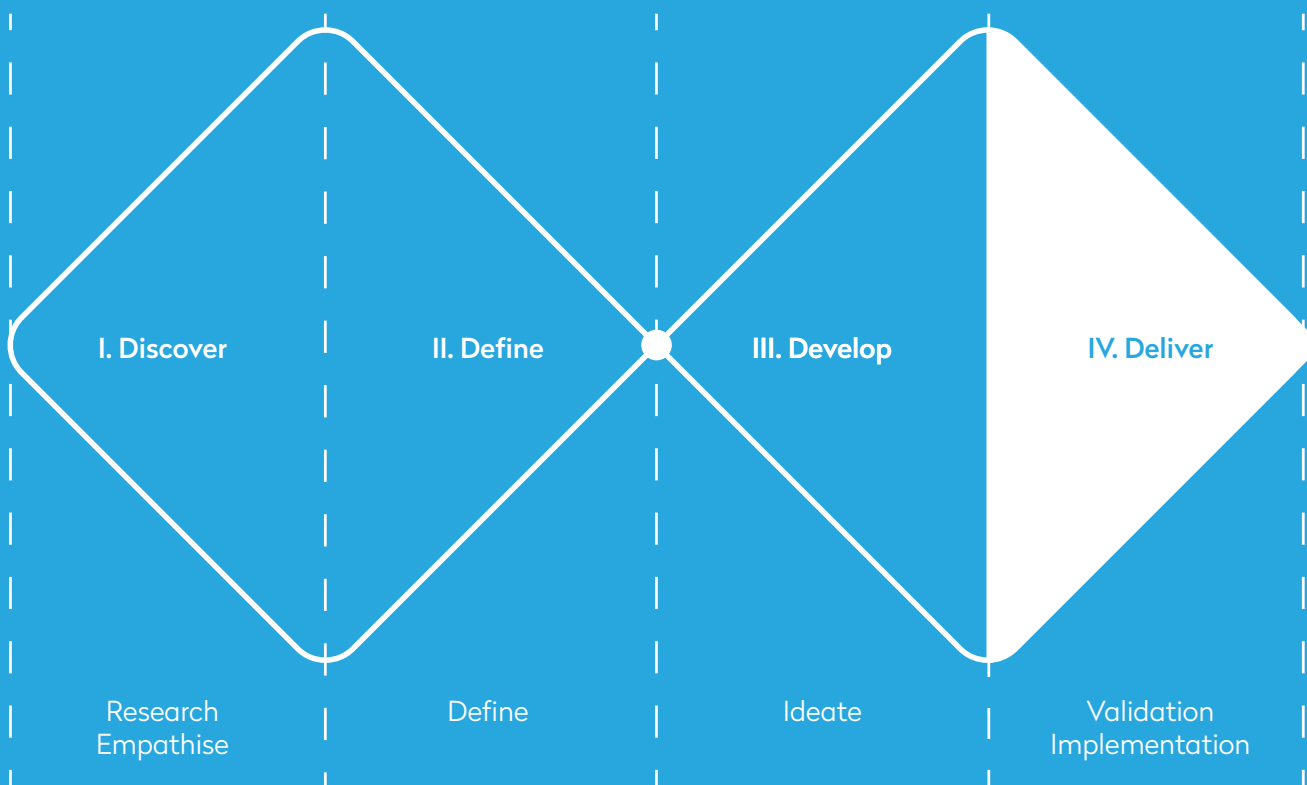
### 10.6 What's next?

The roadmap makes it clear how Fairphone can trigger the barriers one step at a time. Responsibilities do not lie with just one team, all teams are responsible for triggering the barriers. Additionally, the management team should develop their vision on some debatable ideas. In this way, Fairphone will be able to appeal to even more people.

For this project, I want to know which ideas are most promising. That is why I will present the roadmap to Fairphone and ask if they could select the most promising ideas. Subsequently, I will translate these ideas into concepts. Conceptualisation is about to start!

# part IV Deliver

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# chapter 11

## Deliver

### Conceptualisation

*The strategic roadmap has been presented to Fairphone and now it is time to translate a number of ideas into concepts. This chapter describes how a number of promising ideas of the roadmap are summarised in five concepts. For each concept a concept board has been created plus a storyboard describing which barriers will be triggered.*

#### 11.1 Goal

Let's say I'm hired at Fairphone, which project would they want me to work on? That was the central question when selecting ideas from the roadmap. This allowed Fairphone to determine what is currently needed within the organisation and for which ideas they see many possibilities. That is why the aim of this chapter is to transform a number of promising ideas into concepts.

#### 11.2 Method

First the roadmap was presented within the E-commerce and indirect sales team. As a sequel, they were invited for an online session to select promising ideas. Two sessions were conducted of 60 minutes each with both the E-commerce team (5 participants) and the indirect sales team (5 participants). Each participant received five stars and was able to select ideas that were interesting for Fairphone and that they would like to see me work on. With each star, a number of points could be given to a particular idea. These were 1,2,3,4 and 5 points. Afterwards, everyone was asked if they could explain their top five with a short presentation. Again, Miro has proven to be a great online tool.

#### 11.3 Results

After the two sessions, all scores were added together. Ideas that did not make it, or only made 1 point, were not taken into account. [Figure 11.1](#) and [11.2](#) give an overview of the ideas that have been chosen and the corresponding number of points. A Netflix documentary on Fairphone lead by a

third-party NGO is of course a great idea, but for the purpose of this project it will not be translated into a concept. The same goes for applying for more third-party certifications and competitions. Apparently employees do find this important and this should be taken up by, for example, the impact and innovation team. In the end it was decided not to continue with the ideas from [Figure 11.1](#) for this project.

[Figure 11.2](#), on the other hand, describes which ideas will be transformed into concepts. For each concept, a concept board has been created plus a storyboard describing which barriers will be triggered. This concept board is a visual presentation which aims to convey the idea to others and is the starting point for prototyping. This board can be used to show the concept to consumers for example. The storyboard is mainly for showing which barriers a concept could trigger.

The first concept is based on the idea of pay per use looking at screen time and can be found in [Figure 11.3](#). The second concept is based on asking questions to an owner and is described in [Figure 11.4](#). Concept 3 is all about a service contract which is displayed in [Figure 11.5](#). The fourth one is related to creating and designing your own Fairphone as shown in [Figure 11.6](#). And finally, concept 5 rewards consumers for every month they keep using their phone as presented in [Figure 11.7](#). In addition, the concepts can be found in a more extensive format in [Appendix R](#).

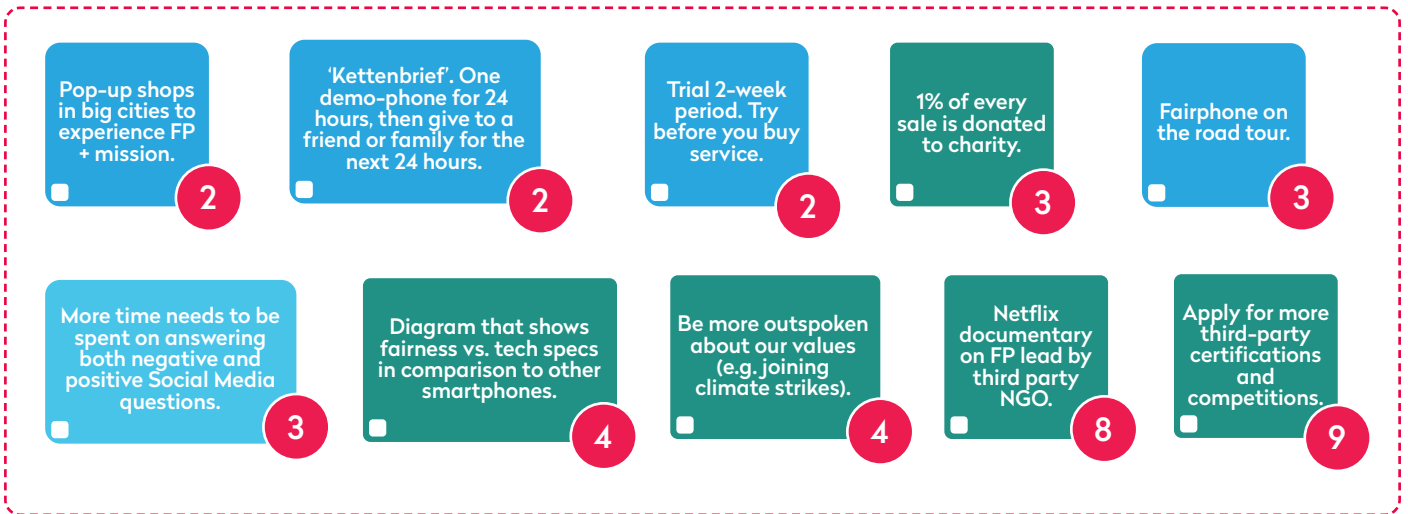


Figure 11.1 Promising ideas which will not be translated into concepts for now.

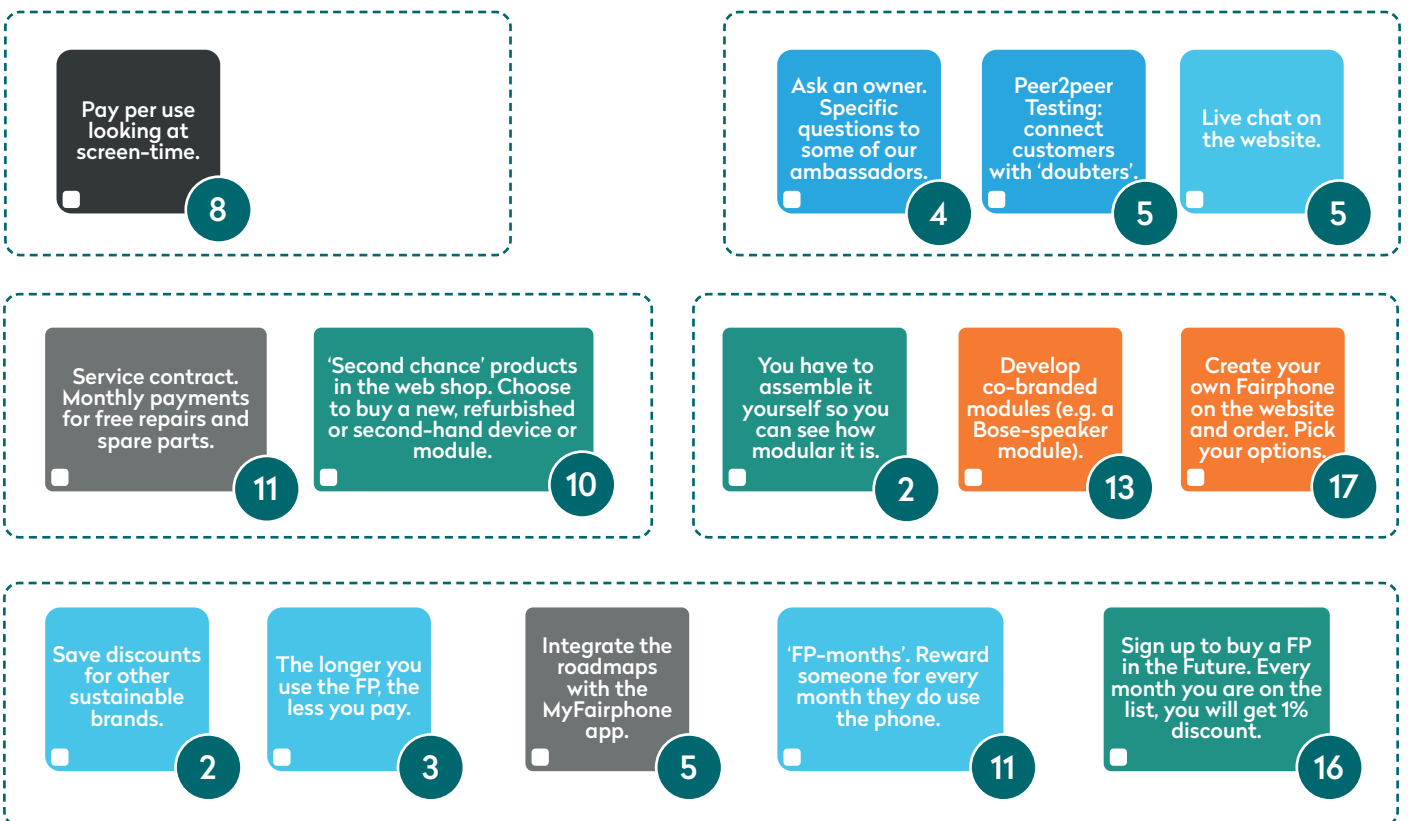


Figure 11.2 Promising ideas which will be translated into five concepts.

# Pay per use

Only pay for the time you've used your Fairphone.

**My Fairphone**  
Welcome back Peter

Subscription started: 01/05/2020

**2173** minutes screentime

**€12,33** August

**History**

July	3254 minutes	€19,24
June	3820 minutes	€21,82
May	2993 minutes	€17,45

**Be Fair to yourself**  
Digital Detox, Digital Diet or if you just want to spend less time on your phone, check out our latest tips.

**During a call the display will fall asleep.**

**Pay per minute screen time.**

**Fairphone is only able to see the amount of minutes.**

**Set a weekly target.**

**We will help you to only use your phone when you need to.**

# Pay per use

Only pay for the time you've used your Fairphone.

Q4 2022

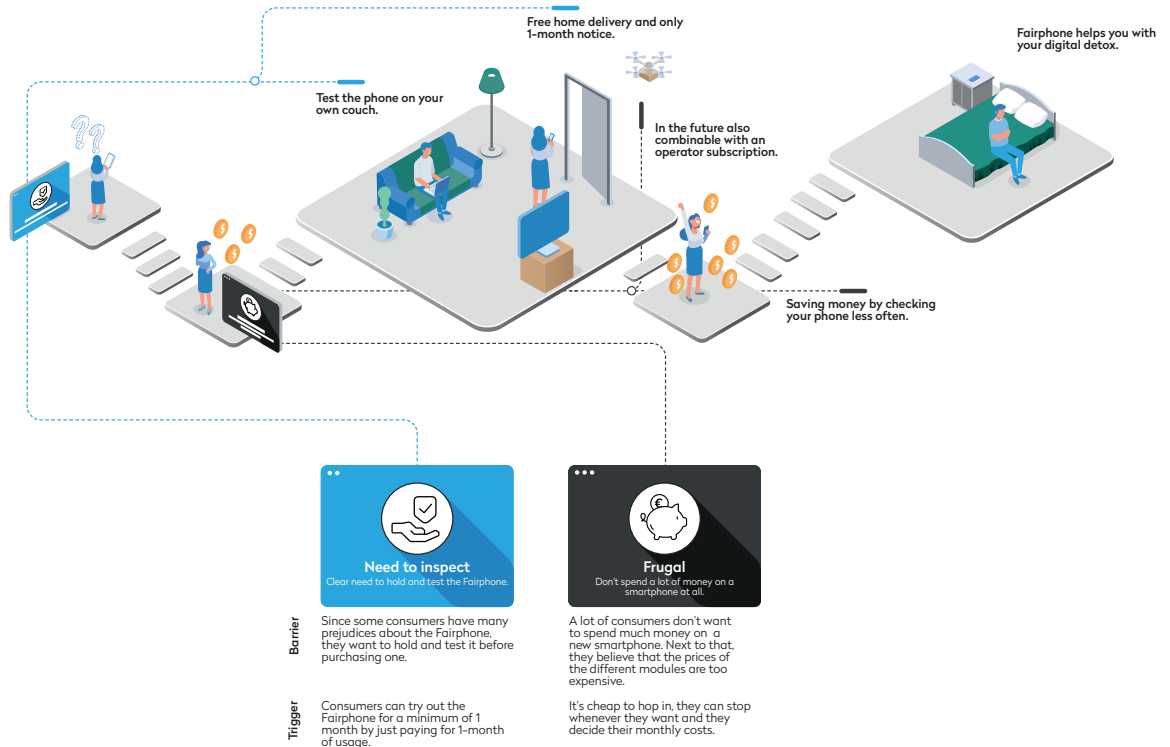
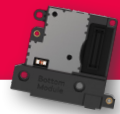


Figure 11.3 Concept 1: Pay per use. [10-12, 18-20]



# Ask an owner

Basically ask anything you want to know.



Possibility for instant calling or online chatting.



Owners can receive discounts on accessories by participating.

## Customer reviews

You're in good company.

★★★★☆ 4.5 out of 5 92 reviews

Alexandre

★★★★☆

8/24/2020

**I recommend the buy to grow the fair community**

I am frankly happy on my FP3. I knew it will not be as thin, advanced and whatever then the next other mobile I could have ha.. [Read more](#)



## Ask an Owner

Honest reviews, straight from the owners mouth.

- ✓ Any language available
- ✓ Instant response
- ✓ Possibility to call
- ✓ Possibility to chat
- ✓ Free of charge

Ask an owner

36 owners online right now

# Ask an owner

Basically ask anything you want to know.

Q4 2020

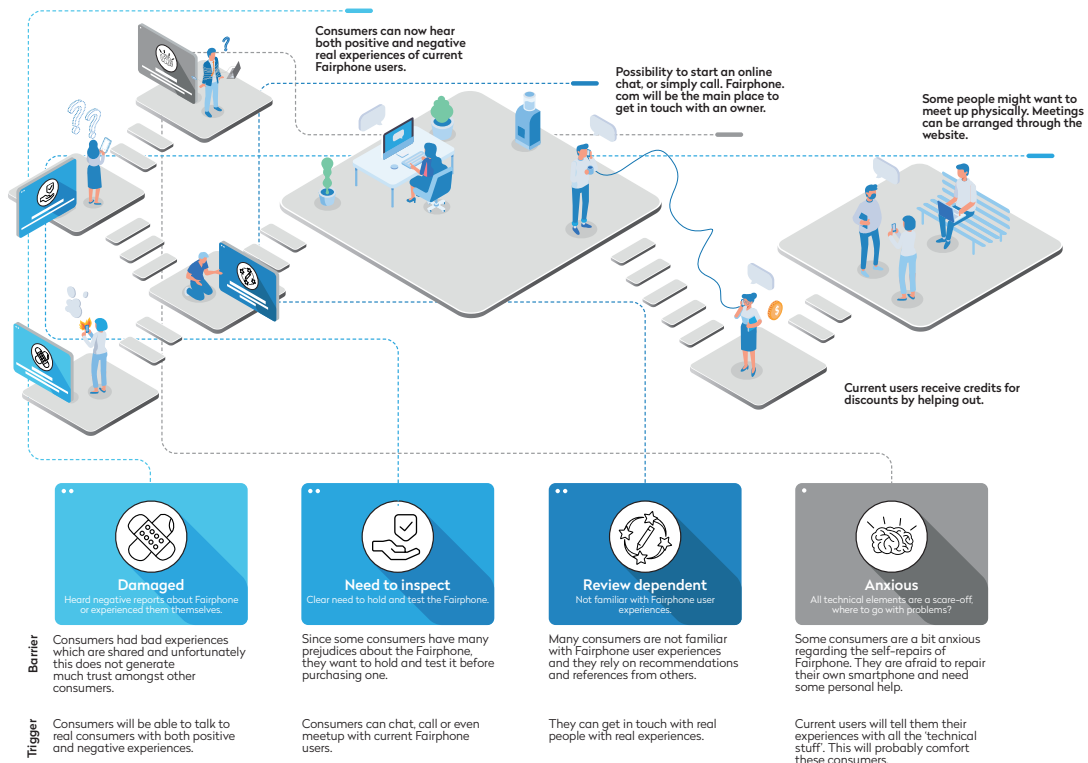


Figure 11.4 Concept 2: Ask an owner. [10-11.21-23].

# SwapModules

## Don't worry about a broken phone.

Accidentally dropped your phone, no worries. You can easily swap your display.

Used modules will be refurbished or recycled.

Select your service contract.

### We've got you covered.

★★★★★ 4.5 out of 5 92 reviews

Select your service contract and don't worry about a broken phone anymore.

**Light**  
€5,- per month

- ✓ Unlimited Display Swaps
- ✓ Unlimited Screen Protector Swaps
- ✓ Covers accidents
- ✓ Free delivery
- ✓ Cancel anytime

**Plus**  
€8,- per month

- ✓ Unlimited Display Swaps
- ✓ Unlimited Screen Protector Swaps
- ✓ Unlimited Protective Case Swaps
- ✓ Unlimited Battery Swaps
- ✓ Covers accidents
- ✓ Free delivery
- ✓ Cancel anytime

**All-in**  
€10,- per month

- ✓ Unlimited Module Swaps (All modules)
- ✓ Unlimited Screen Protector Swaps
- ✓ Unlimited Protective Case Swaps
- ✓ Unlimited Phone Swaps
- ✓ Covers accidents
- ✓ Free delivery
- ✓ Cancel anytime

Cancel anytime.



# SwapModules

## Don't worry about a broken phone.

Q4 2021

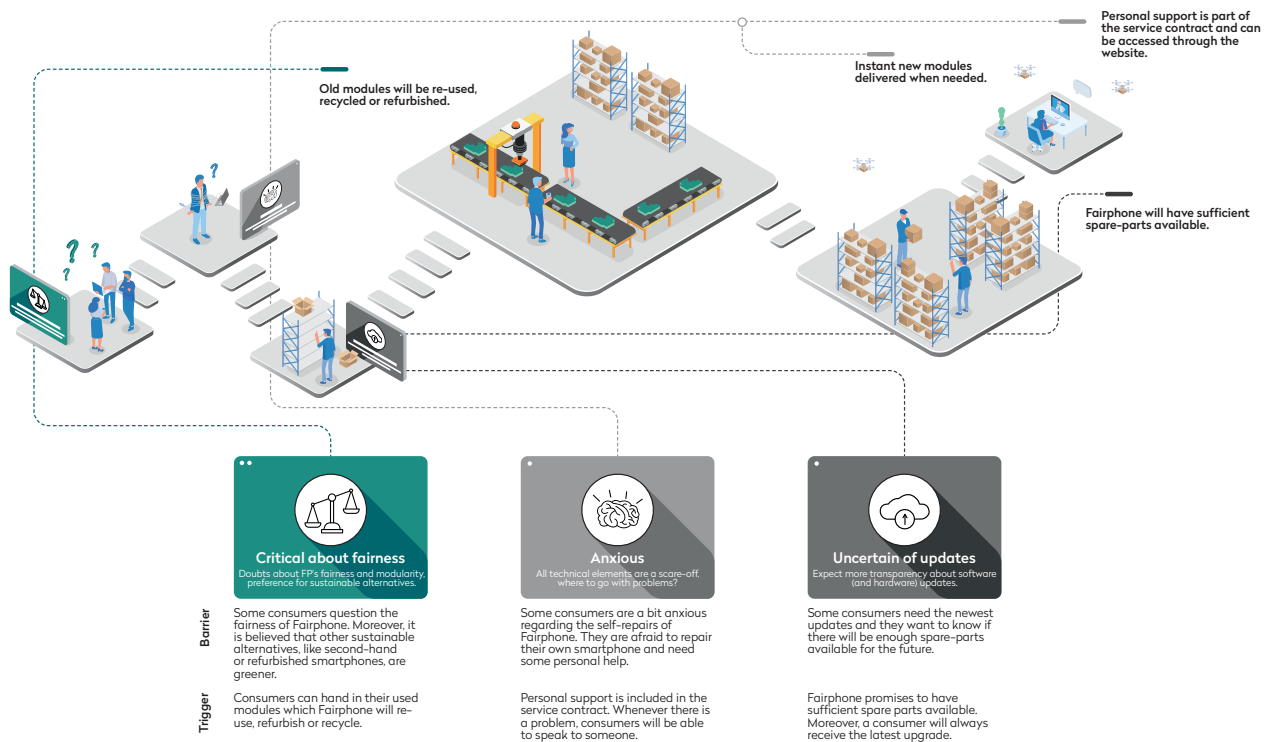


Figure 11.5 Concept 3: SwapModules. [10-12, 22, 24-26]

# Fairphone by you

## Make it your own.

Create your own unique Fairphone.

Co-branded modules.

Select second hand or refurbished modules.

Various accessories available.

Assemble the phone yourself.

### Fairphone by you

Customise your Fairphone

- 1 Select core module
- 2 Select camera modules
- 3 Select battery
- 4 Select speaker module
- 5 Select backcover
- 6 Select protection
- 7 Select accessories

**4 Select speaker module**  
Pick the one that suits you

<input type="checkbox"/> Speaker Module New +€60,00	<input type="checkbox"/> Speaker Module JBL New +€19,95	<input type="checkbox"/> Speaker Module Second chance -€9,95	<input type="checkbox"/> Speaker Module JBL Second chance -€2,95
---	---	--	--

**5 Select backcover**  
**6 Select protection**  
**7 Select accessories**

Before you check out.

I will assemble the phone myself. -€5,00  
 I want to engrave my name. +€19,95

**€459,-**  
incl. VAT

# Fairphone by you

## Make it your own.

Q3 2022

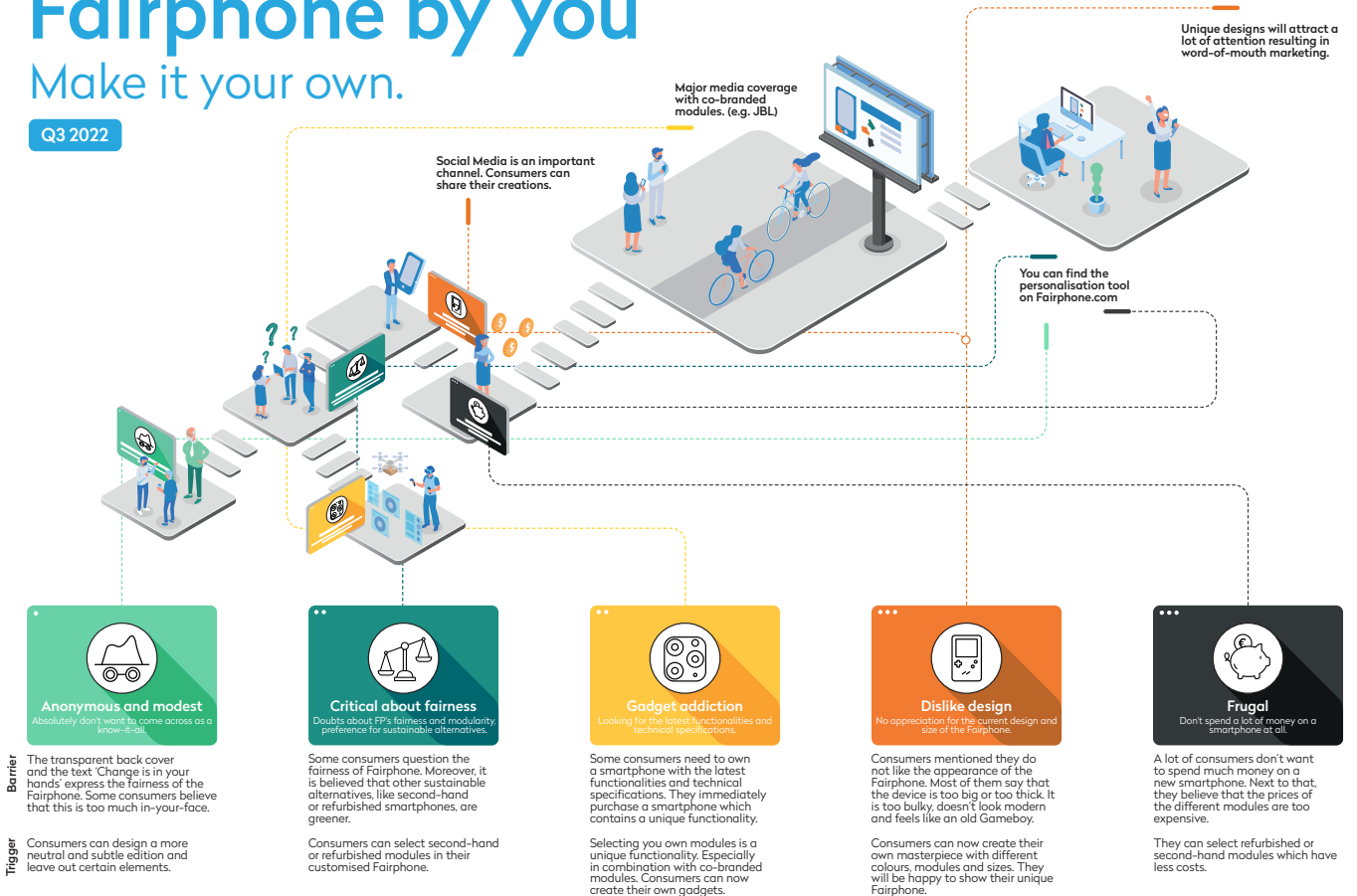


Figure 11.6 Concept 4: Fairphone by you. [10-14, 20, 27]

# Friends of Fairphone

Get rewarded for sticking with Fairphone.

Tips & Tricks on how to increase longevity of your phone.

An overview of your current modules.

Get discounts on sustainable products.

## Friends of Fairphone

Get discounts with your 'Fairphone-months'.

Refurbished Camera Module  
Since 12/03/2019

My Fairphone

16 months

Current device: Fairphone 3



Tips & Tricks

Repair Guide

Fairphone Roadmap

Invite a Friend

Invite a friend to become a Fairphone Friend. Anyone can join with or without a Fairphone. They gain a 1% discount on the newest Fairphone for each month they keep using their current smartphone

Get your reward

**Enjoy your treat**  
Tony's chocolate bar  
Free at 12 months

**Modular too**  
Fairphone earphones  
50% discount at 12 months

**Drink with me**  
Dopper bottle  
Free at 24 months

**Feeling Arty?**  
Museum Boijmans  
Free entrance at 16 months

**Owning it**  
Mining tour in DRC  
Free at 90 months

You can also join without a Fairphone.

# Friends of Fairphone

Get rewarded for sticking with Fairphone.

Q1 2021

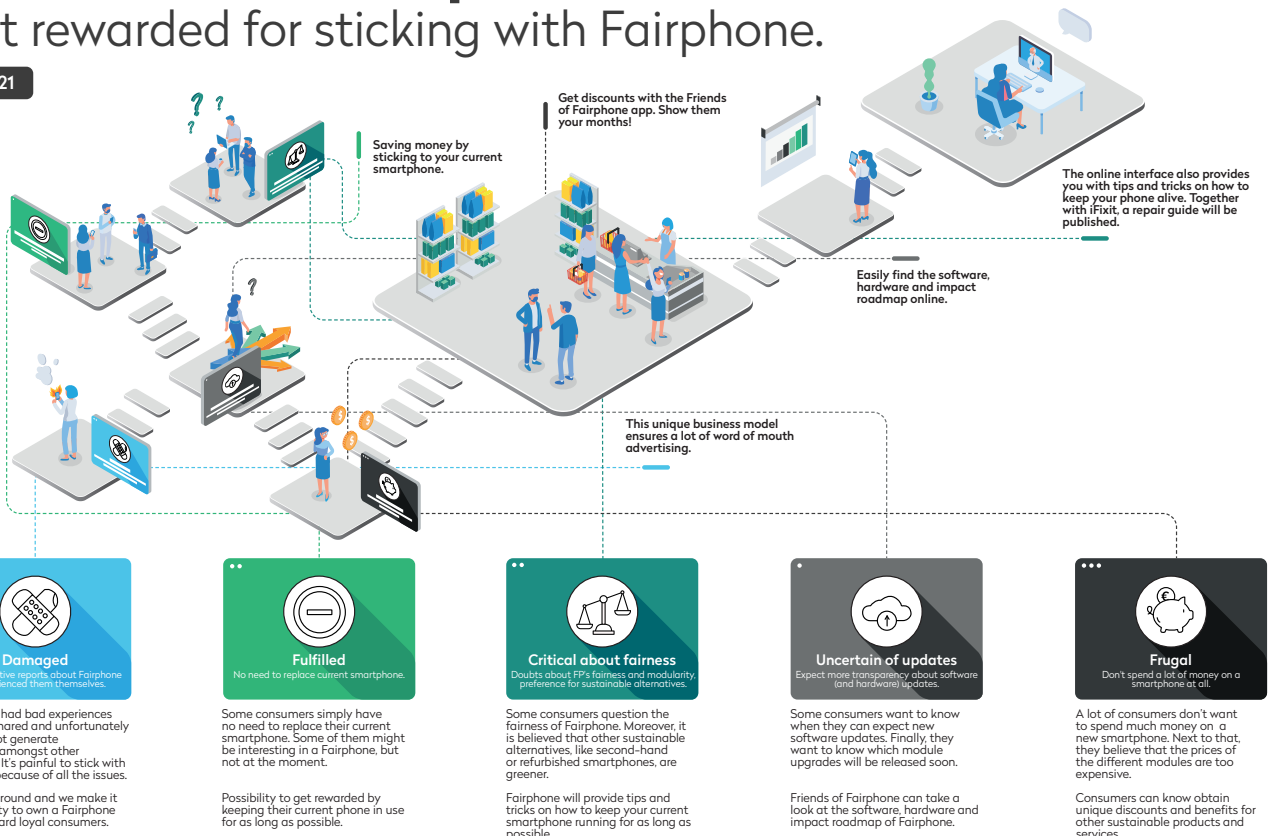


Figure 11.7 Concept 5: Friends of Fairphone. [10-11, 14, 20, 28-33]

# chapter 11

## Summary | Develop | Conceptualisation

Check Appendix R for full size concepts.

### Pay per use

Only pay for the time you've used your Fairphone.

**My Fairphone**  
 My usage: 2173 minutes  
 My price: €12.33

**Be Fair to yourself**  
 Consider how long you want to spend less time on your phone. Check out our latest tips.

### Ask an owner

Basically ask anything you want to know.

**Customer reviews**  
 4.5 out of 5 (12 reviews)

**Ask an Owner**  
 Forward request, insight from the community

### SwapModules

Don't worry about a broken phone.

**We've got you covered.**

- Light: €5-10/month
- Plus: €8-10/month
- All-in: €10-15/month

### Fairphone by you

Make it your own.

**Fairphone by you**  
 Create your own unique Fairphone.

### Friends of Fairphone

Get rewarded for sticking with Fairphone.

**Friends of Fairphone**  
 Get discounts with your Fairphone-months.

### 11.4 What's next?

The selected ideas have been integrated into concepts. I created these concepts myself and I am very curious to know what Fairphone thinks about them. That is why I will present these concepts to Fairphone. In this way we can collectively select which concept I should continue with.

In addition, I will discuss the concepts with the interviewees from Chapter 6. After all, they are the reason why we are conducting this project. Will they be convinced by the concepts? Let's find out!

# chapter 12

## Deliver

### Selection

Five concepts have been created. This chapter describes the response of both potential customers and Fairphone managers to the concepts created. Their feedback is used for making a final selection of one concept. A concept that will help Fairphone to attract more customers.

#### 12.1 Goals

The following two goals have been defined for this chapter:

- Get feedback from both potential customers and Fairphone managers on the five concepts.
- Choose the most promising concept, which will be developed in more detail.

#### 12.2 Method

The concepts are presented to potential customers via an online video meeting. During these 20-minute sessions, I introduced the five concepts in no particular order. Subsequently, the first reaction of the participant was asked. Additionally, the participants were asked to rank the concepts on desirability: Which concept is the most interesting to them? The participants have previously been participants during the interviews as discussed in Chapter 6. Notes were made, which were later analysed.

In addition, four managers of Fairphone have been consulted. The managers from the E-commerce, indirect sales, brand and commercial team participated. Each meeting lasted around 40 minutes and again, notes were made. During the meetings, the managers were asked to rank the concepts on

the fit for Fairphone and how easy it can be executed with Fairphone's resources.

The notes were analysed and afterwards a concept was selected using both a PICK chart (Michael, 2006) and Harris profiles as described in the Delft Design Guide (2014). While selecting, the desirability, feasibility and viability of the concept were taken into account. Moreover, the fit with the marketing personas as described in [Appendix J](#) were considered.

#### 12.3 Results

This paragraph provides an overview of the insights gained from the various meetings with both the potential customers as the Fairphone managers. For each concept, the feedback is briefly addressed in [Figure 12.1](#). A more extensive evaluation can be read in [Appendix S](#). Based on feedback from the first participants, the Friends of Fairphone concept was divided into two separate concepts:

- Friends of Fairphone for current Fairphone users. (*Friends of Fairphone 1*)
- Friends of Fairphone for non-Fairphone users. (*Friends of Fairphone 2*)

#### Pay per use

- Interesting and innovative, but I won't use it.
- I do not want to feel any guilt when using my phone, but it might help.
- Difficult issue for dual-sim users.
- How exactly does Fairphone earn from this?

#### Ask an owner

- Fits exactly with the Fairphone community.
- It arouses a great deal of confidence, but are the owners not biased?
- More appealing to the current Fairphone customer than to a new target group.

#### SwapModules

- Interesting concept, but not for me.
- Much potential for refurbished modules.
- Is this still part of sustainability?
- So, I would never have to buy a new phone again?
- Pricing is still a major challenge.

#### Fairphone by You

- Is this currently not already happening?
- It frightens some consumers.
- Interested in co-branded camera modules. Mixed feelings about coloured modules.
- A unique proposition in the smartphone industry.
- Plenty of logistical challenges for Fairphone.

#### Friends of Fairphone 1

- How do you verify this?
- Nice experience as a bonus, but it will not convince me to purchase one.
- Is it sustainable to give things away?
- Personal rewards.
- Cool to have a digital twin of my phone.

#### Friends of Fairphone 2

- Very cool and unique idea.
- Totally in line with the mission of Fairphone.
- How do you verify this?
- How much discount can you give?
- This is creating a serious movement.

Figure 12.1 Summary of feedback for each concept.

## 12.4 Selection

### 12.4.1 PICK chart

It is time for selecting one concept. First, the PICK chart was used as displayed in Figure 12.2. Impact is measured based on the meetings with the potential customers. Effort is measured based on the conversations with the managers. As shown, *Pay per use* and *Fairphone by you* are expected to have a high impact, but they still require too much effort. *Friends of Fairphone 2* and *SwapModules* are the most promising ones so far.

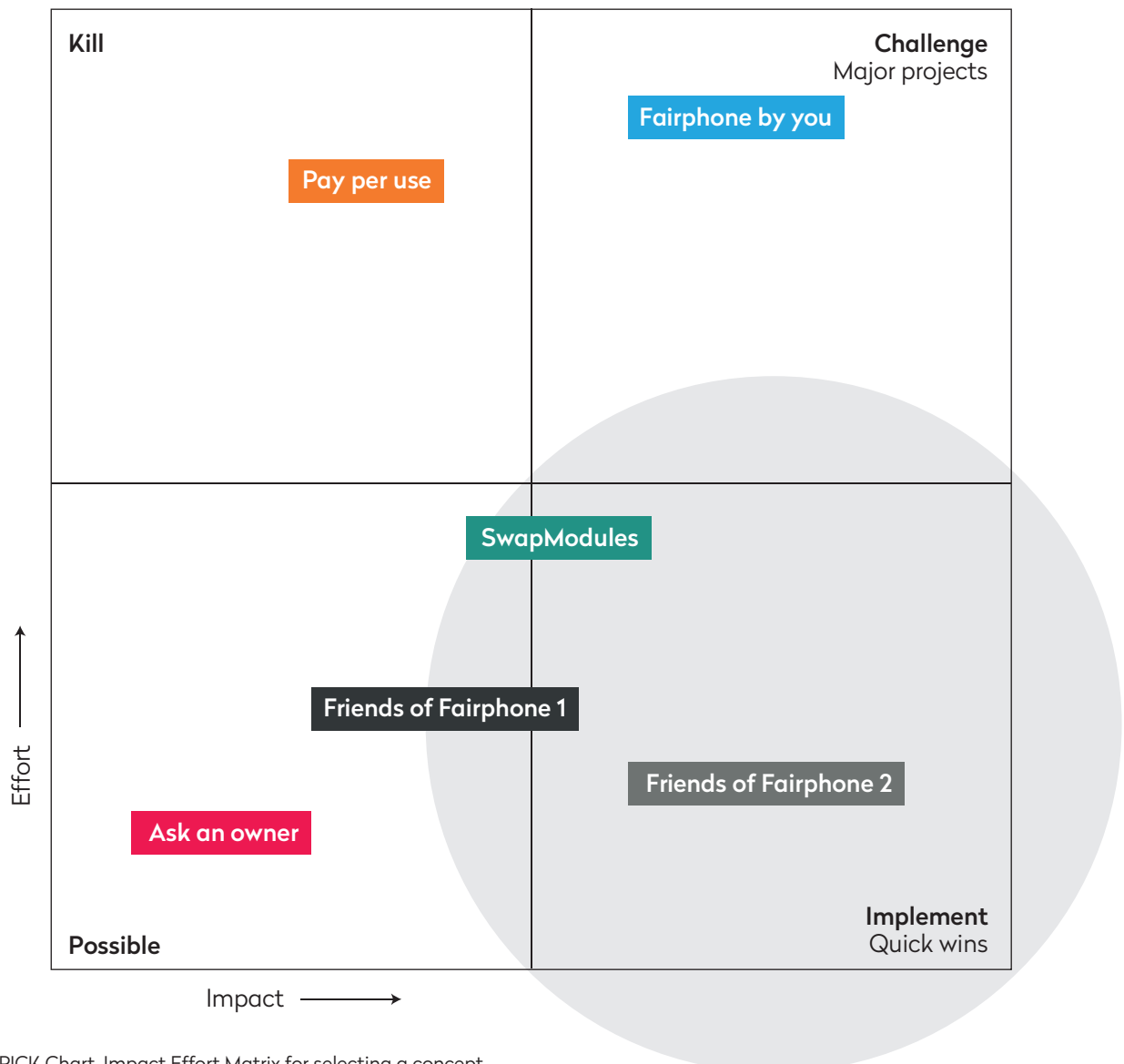


Figure 12.2 PICK Chart. Impact Effort Matrix for selecting a concept.

### 12.4.2 Harris profile

Next up, Harris profiles. Each concept will be rated on five elements:

- Can it be done?
- Fit with Fairphone?
- Desirability consumers
- Will it trigger Nico?
- Will it trigger Danielle?

The first two elements are mainly based on the conversations with the Fairphone managers. The score for desirability is based on the concept rankings of potential customers. Together with a Fairphone employee from the research team, it has been assessed how Nico and Danielle, the marketing personas as described in [Appendix J](#), would respond to the concepts. As can be seen in [Figure 12.3](#), *Friends of Fairphone 2* is the most promising concept. And from now on, we are going to make sure that this program will be launched soon!

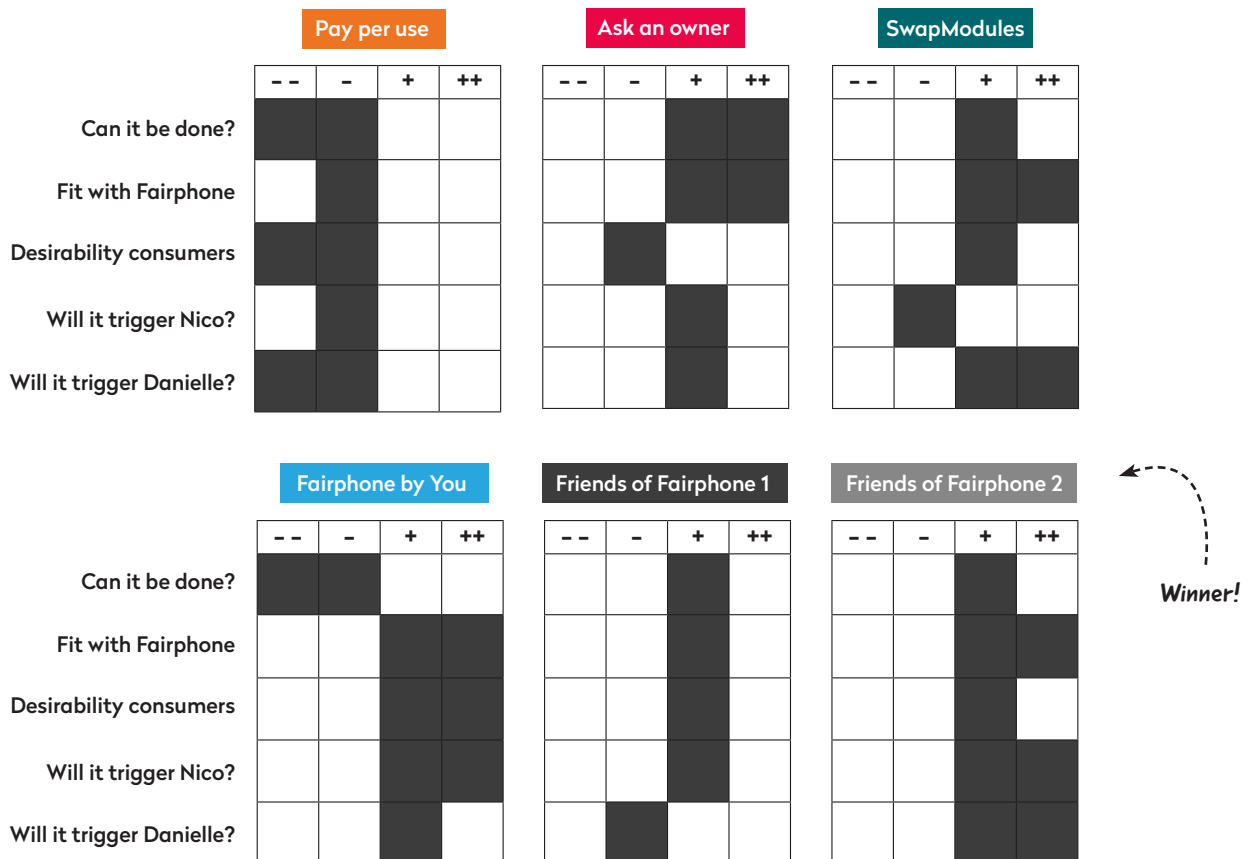


Figure 12.3 Harris profile filled out for each concept.



# chapter 12

## Summary | Deliver | Selection

### 12.5 Key insights

- Pay per use is interesting and innovative, but consumers indicate that they will not use it. They do not want to feel guilty while using their phones. In addition, this concept requires too much effort for Fairphone to develop. This is more an Apple concept.
- Ask an owner fits exactly with the Fairphone community. Consumers however indicate that this concept is not of interest to younger consumers. They believe it only serves a niche group. Fairphone however, believes it has much potential.
- SwapModules is a super interesting concept for a small group of consumers. Fairphone wants to integrate a service contract like this. However, at the moment the pricing is still a major challenge to overcome. This concept will be parked for now.
- Almost anyone wants to personalise their own Fairphone. It would be a unique proposition in the smartphone industry. Everyone is excited, but we still have too many logistical challenges to solve.
- Friends of Fairphone for current customers. Nice to have, but it is not going to convince potential consumers. Fairphone should continue working on a loyalty program for their current users. But that is not the scope of this project.
- Saving discount by keeping your old phone alive? That is perfectly in line with Fairphone and really helps Fairphone to attract a new group of consumers. We will continue with this concept!

Pay per use

Ask an owner

SwapModules

Fairphone by You

Friends of Fairphone 1

Friends of Fairphone 2

### 12.6 What's next?

The most sustainable phone is the one in your pocket. That is why you do not need to buy a new Fairphone yet, but feel free to subscribe to our Friends of Fairphone program. That is what the message of the selected concept sounds like. A customer saves 1% discount per month on Fairphone products and receives a monthly email update. With this program Fairphone will be able to connect a group of consumers that is interested in Fairphone. Today, these consumers forget that buying a Fairphone is an option while looking for a new smartphone. The Friends of Fairphone program makes sure that they will consider a Fairphone while they are looking for a new smartphone.

From now on, this project will focus on realising the Friends of Fairphone program. More to come!

# chapter 13

## Deliver

### Prototype

*Friends of Fairphone it is. This concept is the most promising concept as described in Chapter 12. But how exactly will this concept work? And how does it fit into Fairphone's current online structure? These questions will be answered in this chapter. This chapter describes how a working prototype is created during an iterative design process.*

#### 13.1 Goals

The following goal has been defined for this chapter: Develop a working prototype which fits in Fairphone's current online structure.

#### 13.2 Method

Making a prototype is an iterative process. With the help of Adobe XD, multiple designs have been created. The designs were regularly presented to Fairphone employees or potential customers during online video meetings. The concept has been discussed with employees from various departments (Brand, E-commerce, Impact & Innovation and IT) in order to ensure greater support.

#### 13.3 Results

*'The most sustainable phone is the one in your pocket.'* This is the banner for the Friends of Fairphone program as you can see in [Figure 13.1](#). There is a group of consumers that is interested in the concept of Fairphone, however they do not need a new smartphone. When they do need a new smartphone, they sometimes forget that Fairphone is an option and they buy another phone instead. With the Friends of Fairphone program we try to connect that group of consumers to the Fairphone brand. Friends of Fairphone will save 1% discount per month and we will be able to share monthly updates with them. This way, they definitely know that Fairphone is an option while purchasing a new smartphone.

The concept is super simple. [Figure 13.2](#) explains what a consumer needs to do and this infographic is used as the landing page for the Friends of Fairphone program on the Fairphone website in the prototype. A consumer first has to create an account on the Fairphone website. This is something that is already integrated in the website nowadays. They sign up, register their phone and that is it. They keep using their phone and every month they will save a 1% discount on Fairphone products. The only thing they need to do for receiving their discount, is to apply for the existing Fairphone Recycle Program. This basically means that they have to hand in an old phone within 30-days after their purchase of a Fairphone. As soon as Fairphone's recycling partner receives that old phone, the saved discount will be transferred to the customer as a cashback. And if their old phone still has some residual value, that amount will also be added to the cashback. Double bonus!

[Appendix T](#) describes the most Frequently Asked Questions about this concept which will be included on the landing page on the Fairphone website. [Figure 13.3](#) shows a couple of screenshots of the working prototype. A video explains this concept much better than some text or screenshots and that is why I recorded a demo video. You can check it out [here](#).

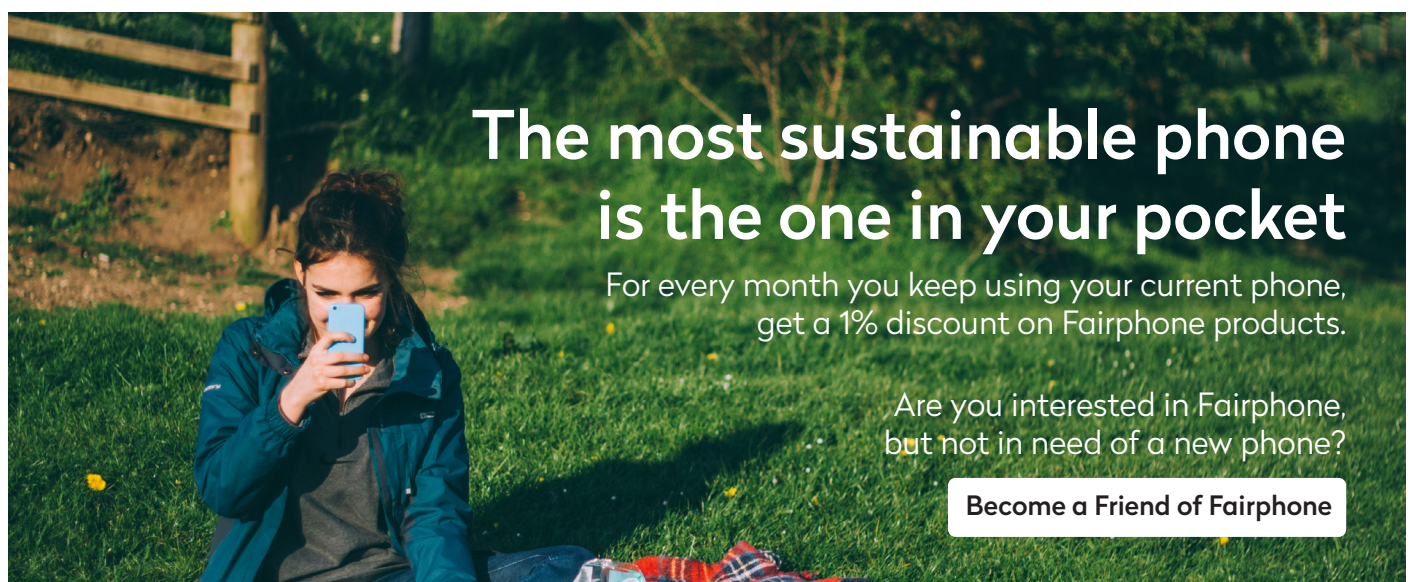


Figure 13.1 Friends of Fairphone Banner for the website of Fairphone. <sup>[34]</sup>

## How does it work?

**1**

Create your account **here** and register your smartphone. Free of charge.

**2**

Continue to use that phone. It is as simple as that.

**3**

Get 1% discount for every month you keep using your phone.

**4**

Broken phone? Hand it in, receive your discount and get your Fairphone.

### Friends of Fairphone

Are you interested in Fairphone, but your current phone is still working fine? For every month you keep using your current phone, get a 1% discount on Fairphone products.

- ✓ Join with any type of smartphone.
- ✓ We help you to increase the longevity of your phone with personalised tips & tricks.
- ✓ Discounts can be used across all products.\*
- ✓ Good for the planet, good for your wallet.

\*Maximum number of discounts varies per product. See the list [here](#).



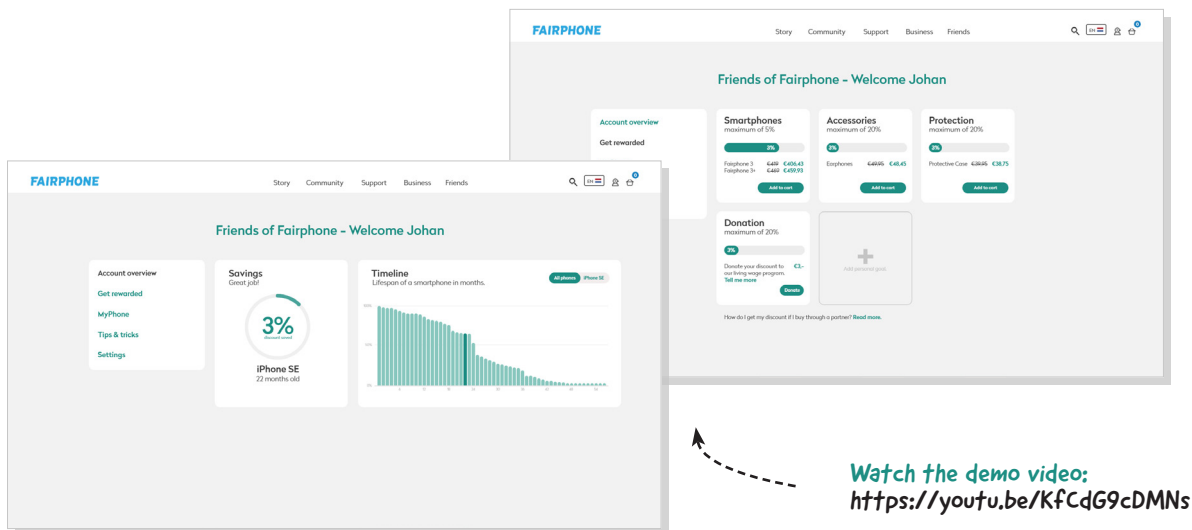
discount per month

### FAQs

<b>Is there a limit to the amount of discount I can get on products?</b>	On a single device up to 5%, but you can keep saving for discounts on other products such as accessories. On accessories you can earn up to 20% discount.		
<b>What if my phone breaks down but I'm still using one of my parents' old phones?</b>	Excellent, we'd love to hear that. In that scenario, you can switch the registered phone with that phone. Your discount will remain. You only receive the full discount as soon as you hand in a phone for the Recycling Program.		
<b>Where do I see how much I have been saving?</b>	You can find it by logging in <b>here</b> . In addition, you will also receive a monthly update in your mailbox.		

Read more in [Appendix T](#).

Figure 13.2 Friends of Fairphone landing page. How does it work?



The screenshot shows a user interface for 'Friends of Fairphone'. At the top, there's a navigation bar with 'FAIRPHONE' and links for 'Story', 'Community', 'Support', 'Business', and 'Friends'. The main content area is titled 'Friends of Fairphone - Welcome Johan'. It features several cards: 'Account overview' with a 'Get rewarded' button; 'Smartphones' showing a 2% discount on Fairphone 1 and 3; 'Accessories' showing a 20% discount on Earphones and Protective Case; 'Protection' showing a 20% discount; and 'Donation' showing a 20% discount. A 'Timeline' card shows a bar chart of phone usage over time. A 'Savings' card shows a 3% discount for an iPhone SE. A 'Watch the demo video' link is provided at the bottom right.

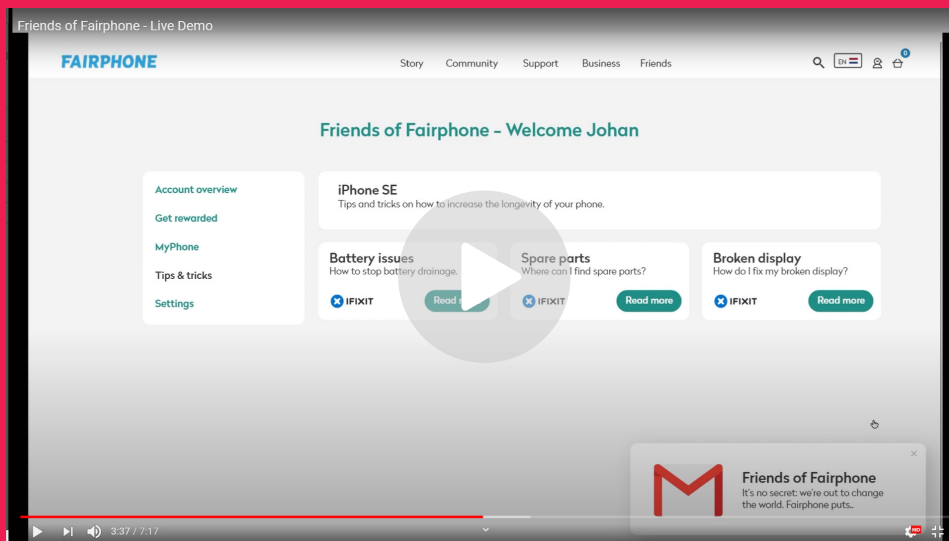
Figure 13.3 Friends of Fairphone Prototype.

# chapter 13

## Summary | Deliver | Prototype

### 13.4 Key insights

- With Friends of Fairphone, we can connect a new group of consumers to Fairphone.
- The concept should be as simple as possible. No checks and inspections, all a Friend of Fairphone has to do, for getting the discount (cashback), is to hand in an old phone.
- Fairphone cannot give away an unlimited amount of discount. However, there is, of course, some margin. Unfortunately, these numbers cannot be disclosed in this report and therefore for the sake of this report we will just continue with a maximum discount of 5% on devices and 20% on accessories.
- Consumers are not likely to install an app on their smartphones without a good purpose. That is why an account on the Fairphone website is chosen. It is much easier.
- Friends of Fairphone is not a replacement of the Recycling Program. It is extra. Consumers can get both the benefits from the Recycling Program and the Friends of Fairphone Program.
- This concept is new in the industry and will probably result in a lot of media attention.



Watch the demo video:  
<https://youtu.be/KfCdG9cDMNs>

### 13.5 What's next?

Fairphone employees, potential customers and the author himself are super excited about this new concept. It will help Fairphone to connect a new group of consumers to their brand. However, we might be a bit biased since we came up with this concept ourselves. In order to validate this concept, we need to ask random people about their opinion regarding Friends of Fairphone. And will it make a difference if people can save up to a maximum of 5% or 10%? That is exactly what the next chapter is all about. Validating Friends of Fairphone.

# chapter 14

## Deliver

### Validation

A working prototype has been produced and now it is time to validate this concept. This chapter describes how an online survey has been used to validate the Friends of Fairphone concept. Will consumers sign up to become a Friend of Fairphone? And will people be less interested in this concept with a maximum of 5% discount compared to a maximum of 10%? Let's find out.

#### 14.1 Goals

The following three goals have been defined for this chapter:

- A. Would people sign up to become a Friend of Fairphone?
- B. Does it make a difference if the maximum discount is 5% compared to 10%?
- C. To what extent are they eager for receiving monthly updates, installing an application and handing in their old smartphone?

#### 14.2 Method

The research has been done using an online survey. This survey has been used to gain a quick understanding of participants perceptions. Surveys are efficient and of relatively low cost (Williams & Vogt, 2011). For the survey Typeform software was used. Mailchimp has been used for distributing the online survey.

#### 14.3 Setup

##### 14.3.1 Structure

The survey was divided into three sections: Introduction of Friends of Fairphone (1), questions related to Friends of Fairphone (2) and demographics (3). The survey started off with introducing the Friends of Fairphone concept with the same banner as displayed in [Figure 13.1](#). In addition, the participants were asked to visit the Friends of Fairphone landing page. A landing page has been created which explains the concept in more detail as shown in [Figure 13.2](#). It was possible to browse through this landing page on a computer, laptop, tablet or smartphone. This allowed participants to fully understand the concept. They even had access to the FAQs.

This approach has been chosen since this would be the same way in which the concept would be presented in real life via the Fairphone website. The branding of the concept was prepared together with the brand team and the E-commerce team. This ensured that the survey was in line with Fairphone's way of working and that all bugs were gone.

##### 14.3.2 Distribution

Because Fairphone does not want new concepts to be shared with the world immediately, they have set up their own user group. In this way, they can simply test concepts without the

press or other companies knowing about it. This survey was sent to 1479 participants of this user group. These participants recently bought a Fairphone 3 from the 1st of August to the 15th of August. Since, of course, these consumers already have a Fairphone, they were asked the following: 'We would like to ask you to imagine that you are not a Fairphone user yet. So, imagine that you are still using your old smartphone.' In addition, the questions were phrased like for example 'Imagine you were still using your old phone, would you have signed up to become a Friend of Fairphone?'

Two versions of the same survey have been created. One survey (version A) explained a maximum of 10% discount on a new Fairphone and one explained a maximum of 5% discount (version B). That was the only difference. With the help of Mailchimp the surveys were randomly distributed to the user group. An example of this email is displayed in [Figure 14.1](#).

The response rate to this email was 28,2% which resulted in 417 individual responses. Because of an incorrect setting in Mailchimp, 120 participants filled out version A and 297 participants filled out version B. Each survey ended with a 'final thoughts-section' and this open question resulted in a lot of interesting messages.

Dear customer,

Thanks again for volunteering to test our new product and service ideas.

As part of a graduation project for a Master's degree, one of our team members came up with a new concept called: 'Friends of Fairphone'. This concept should make it possible to connect non-Fairphone users to Fairphone. And remember, it is just a concept.

We are looking forward to hearing your thoughts on this subject and ask you to complete this 5-minute survey.

[Get started](#)

Thank you for your time,  
Johan & Fairphone team

Figure 14.1 Invitation email for the survey.

### 14.4 Results

86.1% of all participants (n=417) would have signed up to become a Friend of Fairphone. This number proves that Friends of Fairphone is a promising concept. However, the participants are probably a bit biased since they already own a Fairphone. That is why we in addition asked if they would know someone who would definitely join this program. 53.7% of all participants were able to think of someone who definitely wants to become a Friend of Fairphone. The results are displayed in Figure 14.2.

84.4% of all participants would have handed in their old smartphone in exchange for the discount saved. 75.5% of the participants would have been interested in receiving monthly Friends of Fairphone updates and merely 60.4% would have been interested in downloading a Friend of Fairphone application on their old smartphone.

No significant differences were found between the percentage of people that would sign up and the maximum discount

percentage. As shown in Figure 14.3, 85.9% (n=120) would have signed up keeping a maximum discount of 5% in mind and 86.7% (n=297) would have signed up keeping a maximum discount of 10% in mind.

When we consider the demographics of the participants, no significant differences were found for gender and the greenness level of the participant. However, it was found that younger people (<35 years old) are more likely to know someone that would definitely sign up to become a Friend of Fairphone compared to older people (>35 years old) (p=0.027). No significant differences were found for comparing the percentage of people that would subscribe amongst different age groups.

When a participant selected that he or she would not have subscribed to become a Friend of Fairphone, an open question followed asking the reason why. Moreover, many participants left some comments at the final thoughts section. Figure 14.4 shows some examples of these comments.

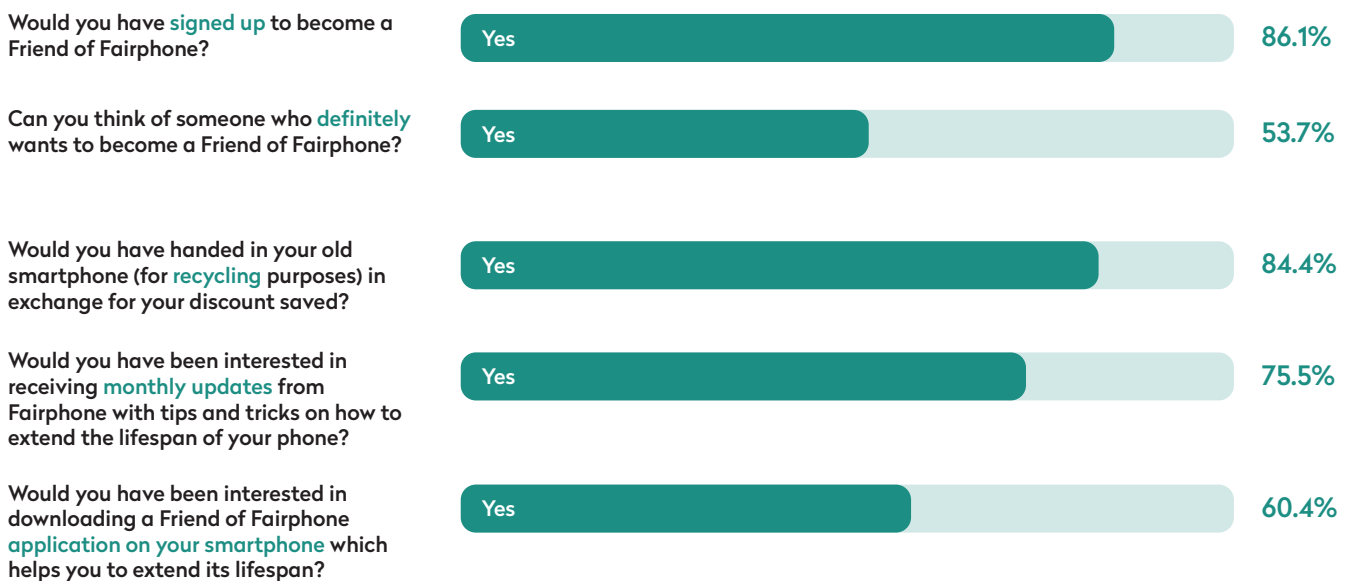


Figure 14.2 Results from the Friends of Fairphone survey (n=417).



Figure 14.3 No significant difference found between a maximum of 5% discount and 10% discount.

### 14.5 Discussion

The main goal of validating a concept is to check whether random consumers might be interested in signing up for that specific concept. Since it was not allowed to share this concept with random consumers, the Fairphone user group has been used. The user group consists out of current Fairphone users and therefore they are biased when filling out the survey. It is expected that the results would have been different when random people would answer the same questions. However, we have seen that 53.7% of this group knows someone that would definitely sign up to become a Friend of Fairphone. And this result proves that this concept is very promising. The next step would be to validate this concept with a group of random customers that are not connected to Fairphone. Fairphone could start a pilot for a thousand Friends for example.

It was expected that the maximum amount of discount would have an effect on the amount of people that would subscribe. No significant differences were found between a maximum of 5% and 10% discount. Since signing up is free and super simple, the maximum amount of discount will not affect the number of people that will sign up. However, the maximum amount of discount will probably have an effect on the conversion of the Friends of Fairphone program. With a 10% discount it is probably more interesting to purchase a new Fairphone compared to a 5% discount.

### 14.6 Conclusions

86.1% of the participants would have signed up to become a Friend and 53.7% of all participants knows someone that would definitely sign up to become a Friend. Based on these numbers we could say that there is much potential for the Friends of Fairphone program. There is a lot of interest from the user group and some participants indicated that we need to launch it as soon as possible. It was also found that the maximum amount of discount will not affect the amount of people that will subscribe to this program.

Most consumers indicated that they would have handed in their old smartphone, however a small group still wants to keep their old smartphone. They want to give it away, or they want to sell it via eBay. For these customers it will be possible to hand in another old smartphone. As long as Fairphone receives an old smartphone, the customer will get the cashback.

It is confirmed that consumers are not interested in downloading a random application on their smartphone. The choice for only using a web app is therefore the right one.

#### Why I should not sign up

- Feels like I'm committing to something. And there must be a catch somewhere in the fine print. Maybe you are using my old phone for something sketchy?
- I do not plan my change of phone that long in advance. A few percentages would not make me change this.
- Though the idea is great, I would not bother to get 5-10% discount on something for giving away my personal data.
- Very small max discount which maybe can be obtained only after long bureaucratic jobs to be done online.
- It's a complicated idea. The market is flooded with offers, advertising comms, loyalty programmes. Your USP as a product and brand is clear so leverage that.
- It indirectly pushes people to buy a Fairphone, and at the same time promotes prolonged use of current phones, which is contradicting.
- 1% per month might not be the best plan. Maybe increasing discount after 6 months or so... But you'll figure that out!

#### Positive comments regarding the concept

- I think this is a great idea! Lots of friends I have talked to have thought about getting a Fairphone when I show them mine, but seem to 'forget' when it comes to getting a new one. Maybe the discount and receiving communications would be a good reminder to them when it comes to buying a new one, and an incentive as well.
- I would have LOVED having this option to hang onto my old phone for a bit longer before giving in and buying a new phone.
- I think this concept is a really good idea and would definitely recommend it to anyone interested in a new phone.
- Great idea!! Very inspiring. Looking forward to the launch of Friend of Fairphone!!
- I know several people who are just waiting for their phone to break down - this would be perfect!
- What about making a Fairphone sticker that friends of Fairphone could put on the back of their old phones?
- I am wondering if Fairphone users can also participate in the Friends of Fairphone initiative and receive more discount the longer they use their Fairphone.

Figure 14.4 Feedback on the Friends of Fairphone concept from participants.

# chapter 14

## Summary | Deliver | Validation

### 14.7 Key insights

- Friends of Fairphone is a very promising concept since 86.1% participants (n=417) would have signed up to become a Friend of Fairphone.
- Current Fairphone users are excited about this concept and more than half of them know people that would definitely sign up to become a Friend. For making this program successful, Fairphone should make use of their current customer as ambassadors.
- Some consumers still want to keep their old phone and therefore it should be possible to hand in an even older smartphone. Fairphone should accept any smartphone.
- A certain group of consumers would never sign up for campaigns like this.
- Fairphone needs to make sure that there is no 'catch'. Fairphone needs to tell the customers that they are not selling their data in exchange for discount. Be fair and open.

**86.1%**  
Would have signed up

**53.7%**  
Knows someone that will sign up

**'I think this is a great idea! Lots of friends I have talked to have thought about getting a Fairphone when I show them mine, but seem to 'forget' when it comes to getting a new one. Maybe the discount and receiving communications would be a good reminder to them when it comes to buying a new one, and an incentive as well.'**

### 14.8 What's next?

Friends of Fairphone is proven to be a very promising concept. Some current Fairphone customers can not wait to share this concept with their friends or family. But what does Fairphone need to do in order to launch this concept? What kind of activities need to be arranged? And how are they going to make sure that people will become aware that it is possible to sign up to become a Friend of Fairphone? In the final chapter of this report a brief implementation plan will be described.



# chapter 15

## Deliver Implementation

The final step in this design project is to make an implementation plan. This plan describes the activities that Fairphone needs to execute in order to transform this concept into a real campaign. Friends of Fairphone is a relatively simple concept, but it still requires some activities before Fairphone can launch this program. This chapter describes the steps that Fairphone needs to take in order to launch the Friends of Fairphone program.

### 15.1 Goals

The following goal has been defined for this chapter: providing an overview of the next steps that Fairphone needs to conduct in order to launch the Friends of Fairphone program.

### 15.2 Method

Through conversations and small brainstorms with Fairphone employees, a list of next steps was created. These steps are presented in this chapter and together they form an implementation plan. Moreover, a suggestion on how to launch the campaign is made with the help of the marketing framework Touch, Tell and Sell.

### 15.3 Implementation plan

Friends of Fairphone is a relatively simple concept. It is a fully digital concept and therefore it does not require an extraordinary amount of work. Of course, there are still a number of activities that need to be carried out. A distinction has been made between preparatory tasks and operational tasks which are tasks needed to run the Friends of Fairphone program. An overview of these activities can be found in [Figure 15.1](#). A project owner is assigned to each activity. As you can see, multiple teams need to collaborate in order to make this project successful. Therefore, it is recommended to create a Friends of Fairphone team with at least one person from all the teams involved. The Friends of Fairphone dream team would consist out of:

- 2 E-commerce team members
- 1 Brand team member
- 1 Customer support team member
- 1 Impact Innovation team member
- 1 Finance team member

- EC E-commerce
- BR Brand
- I&I Impact Innovation
- CS Customer support
- IDS Indirect sales
- FI Finance

### Preparatory work

- Finalise the business case. What is the maximum amount of discount we can give? **FI**
- Add the Friends of Fairphone interface to the online infrastructure. **EC**
- Set up an integration with the iFixit database. **EC**
- Integrate the Friends of Fairphone cashback in the checkout of a customer. **EC**
- Develop a support page which explains exactly (step by step) what people need to do. **CS**
- Finalise the Recycling Program in collaboration with Cordon. **I&I**
- Investigate if certain reseller partners want to be part of this concept. **IDS**
- Determine how Friends of Fairphone can donate their money to projects of the Impact & Innovation team. **I&I**
- Configure Mailchimp for automatically sending the monthly email updates. **EC**
- Run a pilot to validate the concept. Only a thousand Friends can join the program. First come, first serve. **EC**
- Start the Friends of Fairphone campaign. The most sustainable phone is the one in your pocket. **EC**
- Kick-off by cleaning phones of people at busy places in big cities. Encourage them to keep their current phone in use for as long as possible and invite them to become a Friend of Fairphone. **BR**
- Add 'My next phone will be a Fairphone' stickers to the Fairphone 3 packaging. Current customers can share these stickers with their friends and family. **BR**

### Operational activities

- Develop content for the monthly email updates. **BR**
- Website maintenance. **EC**
- Answering questions of customers through customer support. **CS**
- Monthly evaluations with the Friends of Fairphone team. **EC**
- Organise Friends of Fairphone (online) activities. **BR**
- Create a similar loyalty program for Fairphone users. Let them save a 1% discount on new Fairphone products. **EC**

Figure 15.1 Summary of the implementation plan. Each activity has a project owner assigned.

## 15.4 Campaign structure

For each new marketing campaign Fairphone is used to work with three phases: touch, tell and sell. The goals of the touch phase is to create awareness of the existence of the Friends of Fairphone program amongst potential customers. This phase also aims to let people subscribe to become a Friend of Fairphone. The tell phase is used to explain Fairphone's mission and to introduce the product portfolio. Finally, the sell phase aims to trigger potential customers to start purchasing Fairphone products. [Figure 15.2](#) provides an overview of channels which could be used for each phase while introducing the Friends of Fairphone program.

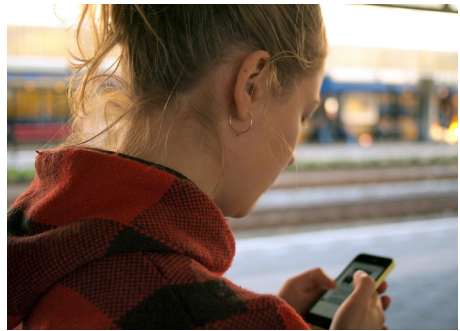

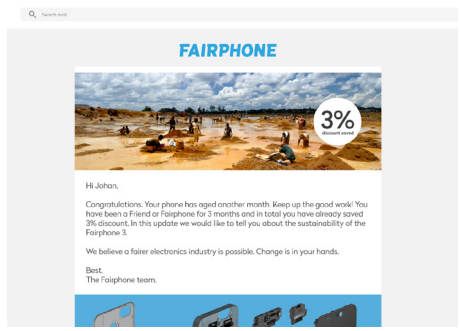
Phase	Channels	Example
Touch	<ul style="list-style-type: none"> <li>Friends of Fairphone kick-off activities at busy places in big cities. Fairphone could for example go to 'Utrecht Central Station' and offer a free smartphone cleaning service. While they are cleaning smartphones, they introduce the Friends of Fairphone concept to the owners.</li> <li>Deposit 10.000 old smartphones in front of a public building as a statement. Show the world that humanity is creating too much e-waste.</li> <li>Launch Friends of Fairphone campaigns on social media. Show the amount of e-waste we create each year.</li> <li>Add a Friends of Fairphone banner on the website. Make it clear to visitors that they can save discounts if they keep using their current smartphone.</li> </ul>	 <p>Cleaning smartphones at train stations.</p>
Tell	<ul style="list-style-type: none"> <li>Once they subscribed, the Friends will receive monthly updates from Fairphone. These updates explain projects that Fairphone is working on.</li> <li>The website provides even more interesting stories if they want to read more.</li> <li>Current customers indicated that they know people that would love to become a Friend of Fairphone. Therefore, Fairphone needs to include stickers in the packaging of each new phone. Customers can handout the 'my next phone is a Fairphone' stickers to people around them.</li> <li>Fairphone should organise Friends of Fairphone activities like online webinars or urban mining workshops. Create a Friends of Fairphone community!</li> </ul>	 <p>My next phone is a Fairphone stickers.</p>
Sell	<ul style="list-style-type: none"> <li>Each email Fairphone includes a call to action. This could be a product offer or for example more information about the new Fairphone 3+.</li> <li>During the Friends of Fairphone activities, Fairphone should make it super easy for Friends of Fairphone to purchase a Fairphone.</li> </ul>	 <p>Call to action in monthly updates.</p>

Figure 15.2 Channels for the touch, tell and sell phase. [35-38]

# chapter 15

## Summary | Deliver | Implementation

### 15.5 Key insights

- Fairphone should set up a Friends of Fairphone team with team members from the E-commerce, brand, customer support, Impact Innovation and Finance team.
- Fairphone should organise a super interesting kick-off. An example could be cleaning phones of people at busy places in big cities. While cleaning, Fairphone should encourage the owners to keep their current phone in use for as long as possible and invite them to become a Friend of Fairphone.
- Develop a similar loyalty program for current Fairphone users. Let them save a 1% discount per month on new Fairphone products.
- Develop 'my next phone is a Fairphone' stickers and share them with the current Fairphone customers. They are eager to talk about their Fairphone and are willing to spread the word.

*Stickers. Sharing  
is caring!*

my next phone will be a  
**FAIRPHONE**

my next phone will be a  
**FAIRPHONE**

my next phone will be a  
**FAIRPHONE**

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my next phone will be a  
**FAIRPHONE**

# Conclusions

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## chapter 16

# Project Conclusion

This graduation project started off with the following email to Fairphone: *I am really excited about the Fairphone. However, I am not using one right now. Instead, I am using a Huawei. Something is holding me back and this is exactly what I would love to dig into! There are many 'green' people that would love to buy a Fairphone, but they still do not buy one. What are their motivations? What could be new opportunities for Fairphone to attract them?*

Fairphone wants to grow and wants to attract light green consumers. It is found that these consumers have 71 reasons for not purchasing a Fairphone at the moment. Consumers are loyal to other brands or they prefer sustainable alternatives. Others are enthusiastic about the Fairphone concept, but forget that Fairphone is an option when buying a new smartphone. The 71 reasons are transformed into fifteen barrier cards. Each barrier card represents a certain reason for consumers why they would not purchase a Fairphone.

With the help of the barrier cards, around 750 ideas are generated through online creative sessions with Fairphone employees. The most promising ideas are presented in a strategic roadmap. Selected ideas from the roadmap are transferred into five concepts and the Friends of Fairphone concept is considered to be the most promising concept for Fairphone.

The most sustainable phone is the one in your pocket. That is why you do not need to buy a new Fairphone yet, but feel free to subscribe to our Friends of Fairphone program. That is what Friends of Fairphone is all about. A customer saves 1% discount per month on Fairphone products and receives a monthly email update. With this program, Fairphone will be able to connect a group of consumers that is interested in Fairphone. Today, these consumers forget that buying a Fairphone is an option while looking for a new smartphone. The Friends of Fairphone program makes sure that they will consider a Fairphone while they are looking for a new smartphone.

Friends of Fairphone is a promising concept since 86.1% of the Fairphone user group (n=417) would have signed up to become a Friend of Fairphone. Based on this validation it could be concluded that the Friends of Fairphone program could serve as a solid base to further develop, discuss, research and test the possibilities of attracting a new group of consumers.

Since we started this project with an email, I would like to conclude this project with an email from Thorsten. Thorsten was one of the consumers I have been talking to in the discovery phase. He recently bought a Fairphone 3 and this was his response to the Friends of Fairphone landing page. This email concludes the project very well.

*First of all, the concept serves exactly those folks out there I have been experiencing all the time when advertising the Fairphone. Pretty often I hear: "Great idea. I'll think about it. But I don't need a new phone right now." What happens then is that they forget about the entire idea of a sustainable and fair smartphone. By the time they really do need a phone, they might even not take the Fairphone into consideration anymore.*

*The "Friends of Fairphone" concept is a friendly and really attractive way to stay in touch and actually hook customers long before they actually gather the demand of the actual product. You tell the folks out there: Keep your phone, no matter what brand and model it is! And this way of communicating and offering sends out a massive statement of authenticity in favour of Fairphone. Just think about it: Here's a company that lives on the business model: selling smartphones. This is how they gather revenue. And just that company tells me as a customer: Do not buy our product unless you really need to! Keep what you have, and we are even going to give you something for every month you actually do so! That tells potential customers that you really mean it, that you actually live sustainability. For me that is a WOW, really convincing.*

*It is very likely that a good amount of "Friends of Fairphone" are really going to buy a Fairphone as their next smartphone, especially as you are going to keep in touch by actively providing them monthly updates.*

*This is going to help to gather customers. I would always register as it won't hurt, it won't cost a thing. Nobody forces me to buy anything, but of course the purchase of a Fairphone is going to be attractive at the time I need a new phone. And then, as a customer, I am going to have the feeling of having done something right because I have used my previous phone as long as possible (which I might have done anyway even without the Friends campaign, but with it I am actually aware of how much sense it makes). And I really like the slogan "The most sustainable phone is the one you already own".*

*I would be convinced right now to subscribe!*

*Cheers.*

## chapter 17

# Limitations and Future research

This project researched barriers and triggers in the process of purchasing a Fairphone. For emphasising with the green light consumers, it has been decided to use a survey, semi-structured interviews and a brief exploration of the literature. Due to the preferences of Fairphone (and myself) it has been decided to focus on the real potential customers and less on the theoretical literature around green consumerism. That is why most of the insights contained in this report are the result of truly consumer research. This provided a lot of valuable information but it is also a limitation. There is a great deal of papers written about green consumerism and the motivations of consumers all over the world. Without a doubt, there are still plenty of insights left in the literature that Fairphone could benefit from. We now only looked at the barriers and triggers, but there is still much we can learn about the light green consumer like their motivations for green consumerism for example. An extensive verification against the literature is therefore recommended for future research.

Even though Fairphone is a Dutch company, the biggest markets of Fairphone are Germany, France and the United Kingdom. The Netherlands is ranked fourth. Due to convenience sampling, mainly inhabitants from Germany and the Netherlands were recruited to participate in both the survey and the interviews. This study gives a good impression of the barriers for residents of Germany and the Netherlands. However, we cannot conclude that these same barriers apply to people living in France or the United Kingdom. This is a clear limitation of this research and therefore it is suggested to conduct a similar research in France and in the United Kingdom. Nevertheless, the Friends of Fairphone concept has been validated across all the major markets of Fairphone and is therefore considered to be a promising concept.

In the developing phase, creative sessions were facilitated in order to come up with triggers for the selected set of barriers. Six online sessions were conducted, each with three participants from the E-commerce, brand and indirect sales teams. These sessions were incredibly valuable, but still lacked certain insights. It would have been better to include people from

the customer support, after sales, finance, product, impact innovation and software teams for example. They would have undoubtedly brought in additional ideas and suggestions. I have printed the set of barrier cards which will be shared with different teams within Fairphone. If Fairphone wants to come up with new triggers for a certain barrier, it is highly recommended to organise additional brainstorm sessions with people across different teams. This will probably result in even greater ideas.

The main goal of validating a concept is to check whether random consumers might be interested in signing up for that specific concept. Since it was not allowed to share this concept with random consumers, the Fairphone user group has been used. The user group consists out of current Fairphone users and therefore they are biased when filling out the survey. It is expected that the results would have been different when random people would answer the same questions. However, we have seen that 53.7% of this group knows someone that would definitely sign up to become a Friend of Fairphone. And this result really that this concept is very promising. Therefore, we can work towards a new validation. A recommendation for future research would be to validate this concept with a group of random consumers that are not connected to Fairphone. Fairphone could start a pilot for a thousand Friends for example as described in the implementation plan. Only then we would be able to really determine whether it is a successful program or not.

Will Fairphone generate more revenue through the launch of Friends of Fairphone? This has not been covered in this report so far. Together with the commercial director a draft business case has been discussed which was quite promising and allowed us to continue with Friends of Fairphone. Due to confidentiality, this discussion and the relevant numbers are not included in this report. However, Fairphone still needs to finalise this business case and they need to decide on the maximum amount of discount that consumers could get. To really launch Friends of Fairphone, a solid financial argumentation is needed.

## chapter 18

# Personal Reflection

Fairphone is a Dutch scale-up competing the giants in the smartphone industry. That is amazing and I am so happy that I have been contributing to this mission. I feel blessed that I had the opportunity to work on a project for Fairphone. It was great to be part of a company that really cares about people and planet. And the good thing was that Fairphone was really interested in the research that I conducted. They spent a lot of time and resources on this project. Thanks again to all of you.

This project was conducted in collaboration with the commercial team. It was super informative to work in such a team as a strategic designer. I have learnt many new things about supply chain management, customer relation management, marketing and User Experience design. I have been able to experience the company from the inside. And that is exactly what I wanted.

At the beginning of this project I felt a bit anxious about selecting the right idea and creating a prototype. I did not know how to select the most promising idea and I did not have a lot of prototyping experience. After a couple of weeks, I decided to basically ask anything to anyone at Fairphone. This helped me to make the right decisions. And in this way my project gained support across different Fairphone teams. Additionally, I have had a crash course in User Experience design and this helped me to work out the final prototype. I am super happy with the prototyping result.

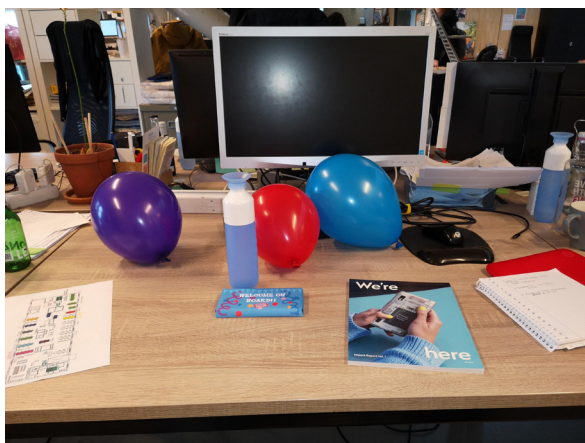
I am a person that always tries to do things better. And that is why I sometimes want too much. Within this project I have been using all sorts of methods and created a lot of content. Not each activity was equally relevant for the sake of this project,

but I can say that I learned a lot from doing all these different activities. I have enjoyed trying out new tools and methods, interviewing interesting people and working on side-projects within Fairphone.

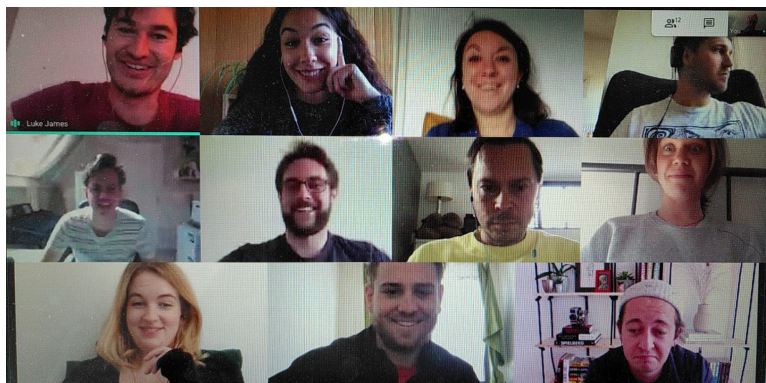
When I started this project, I had never facilitated a creative session before. Let alone a virtual online creative brainstorm session. However, this was one of my personal goals and I started to read some books about this way of working. In addition, I asked some fellow students to share their experiences with me. In the end, the session resulted in many great ideas and I loved facilitating them. These sessions were so inspiring and they have been major motivational boosts for this project.

The biggest struggle for this project was the balance between working for a company that is interested in results and documenting the process in an academic way. Since Fairphone did not have enough time for reading the entire report, I decided to design small deliverables along the way that summarised the project so far. Fairphone really appreciated the barrier cards and the roadmap for example and this also helped me to get Fairphone even more involved with my project.

Despite the fact that I only worked at the office for two months, I still do feel that I am part of the Fairphone team. One of my personal goals was to find out if I wanted to start my career at a company like Fairphone. And I can tell you that I would love to work at Fairphone. As you can see in [Figure 18.1](#), I had an amazing time with the commercial team and I am a big supporter of Fairphone's mission. When I will move to Amsterdam, I will immediately call Leon to ask if my desk is still available!



My first day at the office.



Virtual borrel with a pub quiz.



Amazing team barbecue.



Wandering through a corn maze.

Figure 18.1 Commercial team is the best team ever! Thank you guys!



# Appendices

- Appendix A** | List of clusters and reasons
- Appendix B** | Concerns of current Fairphone users
- Appendix C** | Demographics that influence green consumerism
- Appendix D** | Interview guide
- Appendix E** | Interview insights
- Appendix F** | Interview results: Smartphone usage
- Appendix G** | Interview results: Current Fairphone users
- Appendix H** | Barrier cards setup
- Appendix I** | Prioritisation of barrier cards
- Appendix J** | Marketing personas
- Appendix K** | Inspiration from similar companies
- Appendix L** | Interview Eva Gouwens - Tony's Chocolonely
- Appendix M** | Interview Bert van Son - MUD Jeans
- Appendix N** | Interview Danique Gunning - MUD Jeans
- Appendix O** | Interview Marieke Eyskoot - Dit is een Goede Gids
- Appendix P** | Roadmap
- Appendix Q** | Roadmap per team
- Appendix R** | Concepts
- Appendix S** | Evaluation of concepts
- Appendix T** | FAQs
- Appendix U** | Original project brief

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