

REPAIR PRACTICES IN LUXURY ELECTRONICS:

A holistic product-service-system to improve repair practices of B&O headphones in the luxury electronics market targeting the new generation.

By Ester van Voskuilen



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PREFACE

Dear reader,

When you are reading this, it means that this project is finished. And what a great project it was.

This journey has taught me more than I could have expected. It made me realize how much I enjoy the challenge and structure of project management, something I'm definitely curious to explore further. At the same time, this was my first real opportunity to dive into strategic design work in a professional setting, and I've learned a lot from navigating that new territory.

It was also incredibly special to return to Copenhagen, where I did my internship back in 2019. Coming back felt familiar and fresh at the same time, and it gave this project an extra layer of meaning.

I want to thank everyone who supported me throughout this project. The warm welcome I received at Bang & Olufsen made all the difference. From day one, people were open, engaged, and genuinely enthusiastic about my project, something I deeply appreciated. In particular, Rastislav and Mads have been a constant source of help and feedback throughout the process, and I couldn't have done this without them. Francesco, thank you for your incredible support with the analytics. And to everyone else at B&O who contributed along the way: thank you for your time, energy, and enthusiasm.

I also want to thank Ruth and Gianni for being such a great support team throughout this thesis. Your guidance, feedback, and understanding helped keep me going.

And finally, to everyone in my personal surroundings, thank you for being there through the tough moments, and for celebrating the small (and big) wins with me.

This thesis marks the closing chapter of my three years at TU Delft. It's been quite the ride, but worth every moment.

Enjoy the read.

Ester van Voskuilen



May 2024

SUMMARY

This thesis explores how Bang & Olufsen (B&O) can reframe repair from an afterthought into a natural, valuable part of luxury ownership, especially for smaller, more accessible products like Beoplay headphones. While B&O has a strong repair infrastructure for its high-end range, products like wearables and portable speakers are still often replaced instead of repaired. This project shows that to change that, B&O needs more than just spare parts or technical services, it needs to rethink how repair is positioned, experienced, and emotionally valued.

The focuses on consumer behaviour and consumer values, specifically the barriers and incentives towards repair behaviour. Repair isn't just practical, it's shaped by motivations, identity, and emotion. Using frameworks like Schwartz's value theory and Fogg's Behaviour Model, four value-based personas were identified that reflect the diverse values and needs of younger B&O customers. These insights make clear that a one-size-fits-all solution won't work—repair must be flexible, intuitive, and emotional.

In addition to the consumer focused research, B&O's current service landscape was also analysed, where gaps in emotional engagement, clarity, and consistency were identified, especially when it comes to smaller products. The proposed solution is a conceptual product-service system for Beoplay that weaves together proactive care, tailored repair options, and post-warranty support into one coherent, premium experience. It was developed through multiple design rounds and validated through user testing and stakeholder feedback.

The final concept empowers users who want more control, supports those who expect seamless luxury, and inspires those who view luxury as a reflection of their values. It aligns with B&O's brand promise of timeless quality and builds a foundation for stronger loyalty, longer product use, and meaningful sustainability.

This project started with a way to tackle Fixophobia, but ended up being a structure with which B&O can create change, inspire loyalty, and position themselves stronger in the market.

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“Products should evolve with the customer, as experiences refine, and changes are needed”

~ Mads Kogsgaard Hansen, B&O, 2024

1. INTRODUCTION

This chapter explores the underlying problem and boundaries of this project. It concludes with the main research objective and subquestions.

This chapter will answer the following questions: 'What is the scope of the project?' and 'What is the goal of the project?'

This is a thesis project for the master Strategic Product Design at the Industrial Design faculty of the Technical University of Delft (TU Delft). It focuses on the consumer behaviour around repair of electronic devices, with a special interest in Product-Service Systems (PSS). This project is executed in collaboration with Bang & Olufsen (B&O).

1.1. Project introduction

This section explores the underlying problem of electronic waste and the lack of initiated repair actions by consumers.

1.1.1 Electronic waste

Most of the global environmental change caused by humans ever was during the last half century, with the world population doubling, and consumerism thriving. Ecosystems and natural settings have been altered, resulting in climate change and extinction (Kates & Parris, 2003). Recently, more consumers and companies put value in sustainable practices (Makov & Fitzpatrick, 2021), inspired by nationally and globally organized sustainability goals, like the EU green deal (The European Green Deal, 2019), in an attempt to minimize the impact of consumption on the environment. This is difficult, as the current culture revolves around fast consumerism: when the consumer is not happy with the product anymore, it is replaced by a new one (Sonego et al., 2022).

Electronic waste is a big contributor to the problem, mainly because of hazardous materials (e.g., PCB) that are not treated properly (Cui et al., 2011). Unregulated e-waste recycling operations, both in developing and underdeveloped countries, are a cause for this waste (Tansel & Florida International University, Civil and Environmental Engineering Department, 2016). Problems include big challenges in the development of the right infrastructure, as well as uncertainty in accountability (Tansel & Florida International University, Civil and Environmental Engineering Department, 2016).

1.1.2 Fixophobia

In order to reduce the amount of electronic waste, the product life has to be extended, e.g., through maintenance and repair, which is currently often not practiced. Reluctance or fear towards the repair of electronic products can be explained by the term Fixophobia. A consortium under

the same name was established, initiated by TU Delft, with the goal of improving repair practices for consumer electronics (NOW, 2024). The project aims to address the issues of electronic waste, a short product lifespan, and throw-away culture by breaking down the barriers to repair and by building confidence and acceptance for extending product life, as visualized in Figure 1.

This thesis supports the Fixophobia project by conducting a case study on a specific company and product category, resulting in a Product-Service System (PSS) to improve the consumer repair behaviour of small electronic devices, which can inspire other companies and projects to make impactful environmental changes.

1.1.3 Bang & Olufsen

Bang & Olufsen (B&O) is a luxury speakers company that has always valued longevity, and has recently put more focus on sustainability. For the last four years, they have been working on initiatives e.g., getting their products cradle-to-cradle certified, and developing their new products with high modularity and repairability. They understand the need to innovate in this area, which is why they joined the Fixophobia consortium.

1.1.4 Conclusion

The rise of fast consumerism has led to serious issues in the electronics industry, including growing waste and short product lifespans. This contributes to high emissions and global warming. Fixophobia addresses this by promoting maintenance and repair as a sustainable alternative. This thesis contributes through a case study with Bang & Olufsen, exploring how design can improve consumer maintenance and repair behaviour and extend the product life.

Figure 1a: Fixophobia



1.2. Problem definition

This section defines the problem from a global and company perspective.

1.2.1 Problem exploration

Despite growing awareness of environmental issues, consumers frequently choose to replace rather than repair or maintain their electronic devices, because of psychological, social, and practical barriers (López Dávila et al., 2021). For consumers in the luxury segment, it is suggested that these barriers include the long-time frame required for repair, perceived inconvenience, and lack of experience or awareness (Mrad et al., 2025).

B&O has created a strong repair ecosystem, but this is only relevant for the larger and more expensive products like big speakers and TVs (e.g., Beolab 50 and BEOVISION HARMONY). The ecosystem includes repair (in the factory, at home, or in shop), the harvesting of spare parts, and replaceable modules. This is feasible because the products are more expensive, which makes them long term investments. Smaller, less expensive products, like small speakers and headphones (e.g., BEOSOUND A1 and BEOPLY H95), are often replaced instead of repaired (similar to smartphones), because it is relatively expensive to do so. This behaviour is also facilitated by B&O, because the products (with the exception to the newly launched models, like the Beoplay H100) have a low modularity and repairability. In addition, there is a gap in the repair ecosystem: within warranty, the product is replaced; out of warranty, limited repair is possible. With their revised focus on sustainability and repairability, B&O has an ambition to close this gap and to facilitate accessible repair and maintenance within and out of warranty.

1.2.2 B&O consumers

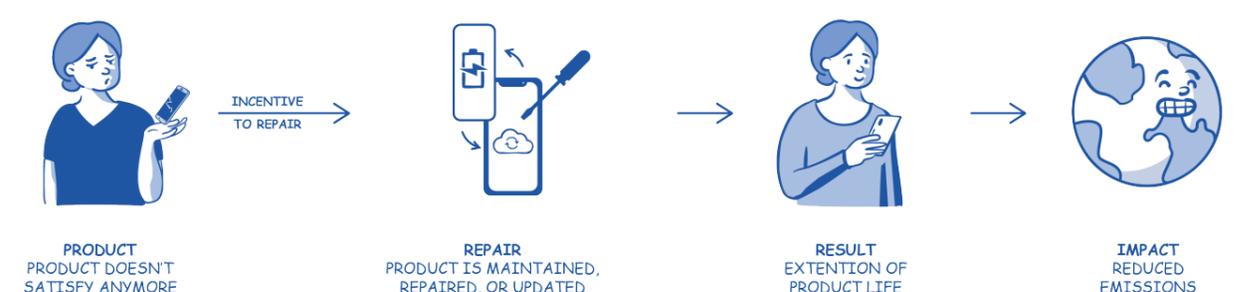
Even though the maintenance and repair services have to be facilitated by B&O, their consumers have to take initiative to participate in product life extending activities.

B&O is shifting its consumer focus from the classic 'Very High Net Worth Individual' (VHNWI) to the new generation (young millennials, old gen Z'ers), and have specified new subsections with a focus on this new generation (confidential appendix A). Because they are the future consumer, their values will influence the operations of the company (AR, Bang & Olufsen A/S, 2024). This is also the generation that is assumed to place a higher emphasis on sustainability, and more likely to engage in product life extending activities if that supports their values.

1.2.3 Conclusion

In conclusion, while B&O has established a strong repair ecosystem for its high-end products, there remains a gap in repairability for smaller, less expensive models. Barriers like convenience, experience, and awareness are particularly relevant in the luxury segment, where replacement is often the default choice. As B&O shifts its consumer focus towards the younger generation, combined with the wish for more accessible repair services, there is an opportunity to align the company's repair strategy with their emerging values. By addressing the repairability of smaller products and closing the gaps in the repair ecosystem, B&O can incentivize consumer participation in product life extension, reinforcing both brand loyalty and environmental responsibility.

Figure 1b: No fixophobia



1.3. Project scope

This section sets up the project by defining the goal, boundaries, stakeholders, deliverables, limitations, and timeline, concluding with the research question.

1.3.1 Goal

The goal of this project is to create an environment where B&O consumers are incentivized to participate in product life extending activities of headphones, like maintenance and repair, for as long as they own said headphone.

1.3.2 Boundaries

For this project, boundaries are set to ensure tangible results. This is done by defining repair and luxury, and by setting a clear product and customer focus.

Repair defined

This thesis focuses on inspiring consumers to extend the product life of their products, in single ownership, through products and services offered by B&O. In this context, product life extension can be achieved with maintenance, repair and repair adjacent services and activities, including preventing problems and fixing elements of the product that are not to the consumers liking.

- Broken: the product, or parts of the product, do no longer fulfil its designed purpose, due to either physical, functional, or software related issues
- Traces of use: the product shows visible or functional signs of wear, such as scratches, aging of materials, performance degradations, dirt and residue, and functional irregularities, that naturally occur over time.
- Aesthetically not pleasing: as time passes, changes in personal taste, shifts in fashion and trends, wear and aging, loss of emotional connection, overexposure and familiarity, and comparison with newer or more attractive designs.
- Soft- or hardware update: to address performance issues, compatibility with new technologies, demand for and introduction of newer features, wear and degradation.

Repair and maintenance services can include, but are not limited to, in-house services, services by third parties, services at home, and DIY support. This does not include harvesting of spare parts, recycling, second hand sales, and refurbishment.

Product category

Bang & Olufsen focuses on luxury audio products targeting affluent to very-high-net-worth music and design lovers. Their products range from small portable speakers (e.g., BEOSOUND EXPLORE at €249) to large flagship speakers (e.g., Beolab 90, retailing at €140.000 and higher), in addition to wearables like headphones and TV soundbars (see appendix 2). For this project, the focus will be on the Beoplay headphones, as they are often not repairable due to design choices and feasibility, resulting in fast life cycles and more electronic waste (see appendix 3). Even though the newest Beoplay H100 is highly repairable (internal repairability score 8,0), B&O is still working on implementing a feasible repair service for in and out of warranty repairs.

Consumer segment and geo-political area

The target customer will be defined as 'affluent young generation', born between 1990 and 2005 (age 20-35). This group can also be described as Zillennials, an unofficial name given to this in-between generation, that often shares values of both generations (YoungCapital, n.d.). In addition, this consumer segment owns relatively more headphones compared to other generations. Even though they are young, they still need to have the capital or motivation to buy a B&O headphone.

B&O positions itself as a 'world leading luxury audio brand' (Bang & Olufsen A/S, 2024b), and have customers all over the world. They have stores on every continent (total of 452), with the biggest presence in Europe (256 stores), Asia (92 stores) and North America (78 stores), with respectively the biggest market in north west Europe (176 stores), Eastern Asia (56 stores), and the USA (71 stores) (Bang & Olufsen A/S, 2024a).

It is clear that B&O has the biggest presence and arguably biggest client base in Europe. Zooming in on the 176 stores in north west Europe, these countries are in this case defined as Germany (30), the Benelux (Belgium 12, the Netherlands 15, Luxembourg 1), the British Isles (UK 30, Ireland 1), and the Nordic countries (Denmark 21, Finland 2, Iceland 1, Norway 7, Sweden 6). These countries can be grouped together because they have the same geo-political landscape, with high standards of living, advanced and wealthy economies, and



Repair

Life extending activities like the maintenance and repair of the products, while in the ownership of one customer.



Product category

B&O headphones (currently on the market are the Beoplay HX, H95, and H100).



Target customer

B&O customers between the age of 20-35 (1990-2005), in northwest Europe.



Luxury

High-quality, exclusive products or experiences that signal status, prestige, and individual identity often perceived as timeless and valuable.

Figure 2: Boundaries and definitions

strong social systems. Many of the countries are also global leaders in sustainability. Based on the facts that B&O has the biggest presence in this area (most mature market), these countries are geo-politically similar, the B&O headquarters are located in Struer, Denmark, and the homebase of this project is Delft, the Netherlands, the geo-political focus of this project will be northwest Europe. This is also ideal for a future pilot program, with the factory nearby and minimal restrictions on cross-border movement.

Luxury

In essence, luxury is defined by high-quality, exclusive products or experiences that signal status, prestige, and individual identity, and are often perceived as timeless and valuable. It includes both physical products and services, evolving with changing social norms and values, including sustainability and uniqueness (Dubois et al., 2020; Mrad et al., 2025).

Luxury knows many forms, including rebellious luxury (e.g., mixing high and low status goods), sustainable luxury, personalisation, unique aesthetics, and rareness; it depends on the individual or social group, as it is shaped by cultural norms and values, thereby blending subjective value with universal aspirations

(Loureiro & De Araújo, 2013). It ranges from every day products to exclusive experiences, and from loud to quiet luxury. Loud luxury is a way of showing status by owning trend-driven times that change with the season, prominent logos and branding, and seeking status through visibility. Quiet luxury is more subtle, understated, favoured by experienced consumers that value exclusivity and timeless classics representing heritage, legacy, and long-time value (Dubois et al., 2020).

In terms of Bang & Olufsen in the luxury context, they position themselves as a quiet, emotional, and design-forward brand, which speaks to customers who are looking for exclusivity, beauty, quality, and refined products over mass-marketed or mainstream ones, which reinforces their identity as high-end lifestyle rather than just audio devices. They are emotionally led, but still grounded in functional quality. They are not necessarily rebellious, but do make a difference with their design language and innovation, while staying conservative in tone. Sustainability and personalisation are currently areas of growth.

Bang & Olufsen employees have defined luxury as an emotional concept: it should be desirable and make the consumer stand out, while

keeping a timeless feel. This is achieved with high quality products and services, making the whole experience seamless, with timeless and aesthetically pleasing designs, and scarcity.

1.3.3 Stakeholders

The stakeholders of this project are everyone involved in the maintenance and repair ecosystem. The most important stakeholders here are the consumers, because they have to initiate the process, and B&O, because they have to facilitate the process. The stakeholder 'B&O' contains different subchannels of stakeholders: physical stores (either company owned or franchise), the website, (external) repair partners, factory 3 (repair factory for in-house repairs), and customer care.

1.3.4 Deliverables

The results of this project will include a product-service system (PSS) for the maintenance and/or repair of B&O headphones, targeting the new generation in Northwest Europe. In addition, it will include an advice in how to implement this over a certain time period with 3 horizons. The results will be strategic and conceptual.

1.3.5 Constraints, limitations, and timeline

Constraints and limitations

B&O has to facilitate any communication with B&O customers, and insights into company data. In addition, all results have to be applicable to B&O and implementable in their business model and brand. Gaining information, executing interviews and surveys, and testing strategies might be difficult, as it is dependent on B&O's access and communication.

There could be industry related regulations, like reparability laws, that could influence the design scope. These laws will be analysed to understand how it could influence the results.

By focusing on a specific target group, geographic region, and product, the results will be highly applicable for this small scope. Repair behaviour

could be different for other groups, products or locations.

Implementation feasibility can be questioned, since the goal of this project is not to create a final working system, but a strategic and conceptual framework.

For this research, there is a time limit of 100 days. In this timeframe, the research, design, and validation need to be executed and documented.

Timeline and milestones

Every workweek will consist of 4 days. The total project planning will be based on a 100-day thesis period, making it 25 weeks in total.

- Analysing (week 1-13): The analysis of the current situation and identification of gaps and opportunities, with literature research, journey mapping, a customer survey and data analysis, will stretch a 13 week period. It will be concluded by a visit to the B&O factories and headquarters for discussions and co-creation sessions.
- Midterm (week 10): Assessment halfway through the project.
- Ideation (week 14-17): The development of service-driven concepts and behavioural change strategies. It will be concluded by a visit to the B&O headquarters for brainstorming and co-creation sessions.
- Development (week 17-20): Refining and developing actionable models, including the implementation roadmap, and new user journey.
- Green light (week 20): Go / no-go assessment for graduation.
- Verification (week 20-24): Testing the concepts to ensure feasibility and alignment with B&O's brand and consumer needs, through expert validation, B&O validation, and cost-benefit analysis.
- Graduation (week 25): Final assessment with a presentation and hand-over of the results.

1.3.6 Research questions

“Design a product-service system to improve maintenance and repair practices of B&O headphones (H100, HX, H95), for the new generation in the luxury electronics market of Northwest Europe”.

Subquestions

In order to answer the main research objective, a list of subquestions was defined. First, it is important to understand the current situation to find out what parts of the current system do or do not inspire consumers to participate in repair practices, and how the market is progressing. The second part of the questions focuses on how the system can be improved. THIRD!!!

1. What is the current ecosystem for repair?
2. What attitude and behaviour do B&O consumers show towards repair?
3. How can a PSS influence consumers to improve the product life of their B&O headphone?
4. How can the PSS give value to all the stakeholders?
5. How can the proposed solution be implemented at B&O?
6. How can the proposed solution be adapted and applied to other products at B&O?

1.3.7 Conclusion

The strategic scope of the project is to design a PSS that encourages affluent young consumers in northwest Europe to extend the product life of their B&O headphones through maintenance and repair. The focus lies on single ownership and repair-related services of Beoplay headphones. Luxury is defined as a high-quality, emotionally driven, and timeless experience, which the final PSS must reflect. Key stakeholders include the consumers and B&O stores, customer service, and external partners.

2. APPROACH

This chapter outlines the approach taken to develop the concept. It describes the process structure, guiding frameworks, and research methods used throughout the project.

2.1. Process

The approach for this project is based on human-centred and strategic design processes. It is based on the double or triple diamond model, with a focus on strategy and systemic design. The focus is on diverging and converging to tackle complex problems.

In this project, three interconnected phases were followed, and defined as:

1. Exploration and defining

Researching the current ecosystem at B&O, understanding the user behaviour, and identifying barriers and incentives to repair.

2. Ideation and concept development

Using the insights from the first phase as a base, creating ideas that align with the values of B&O and the customer, strengthening reparability and maintenance.

3. Strategic solution development and validation

Based on the ideas from the previous phase, creating a coherent service vision, supported by the findings of the first phase, and validated through expert feedback.

This process is inspired by the Double Diamond model, which helps frame a project by first exploring the problem space and then moving toward solution development. The Triple Diamond builds on the classic model by adding a third layer focused on strategy, zooming out to define long-term direction and aligning solutions with bigger systemic or organizational goals. That strategic thinking is at the core of this project.

Rather than just delivering a tailored solution, the aim is to design a holistic, scalable repair ecosystem that fits the values of both the company and target customer, and can be applied to similar products in the near or far future.

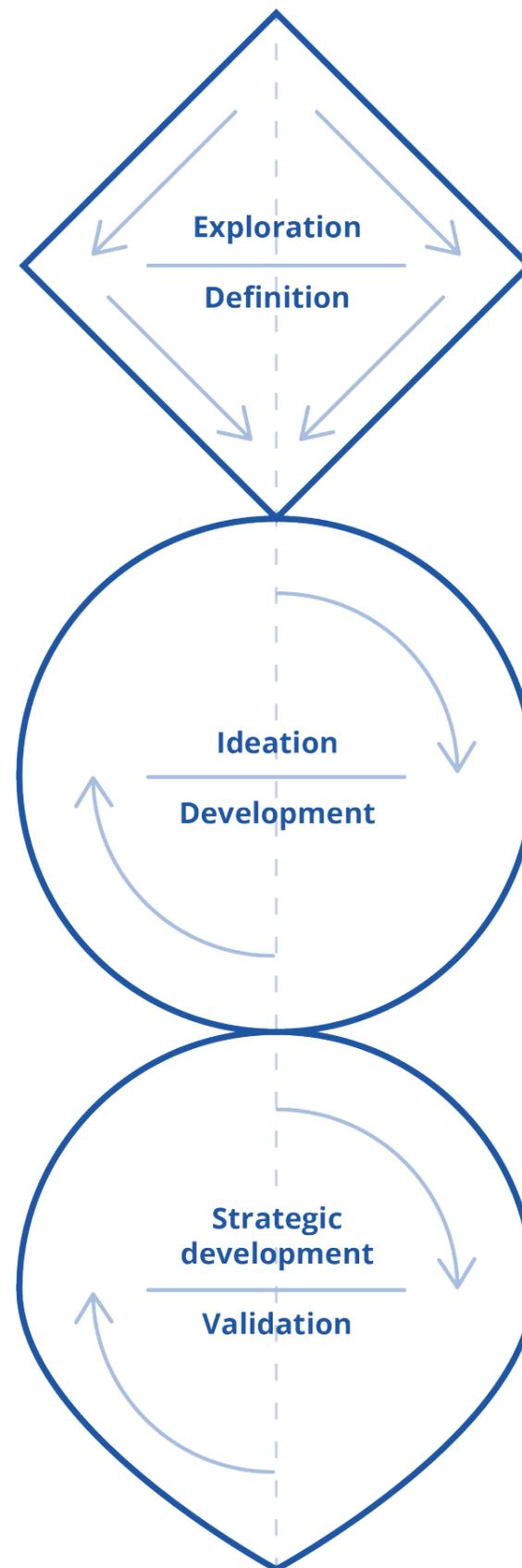


Figure 3: Tripple 'diamond'

2.2. Framework

The strategic foundation of this project focuses on consumer behaviour, driven by values and needs. The other focus of this project is product-service-systems, as the solution will create a service supporting products and supported by products. The most important frameworks used are:

1. Fogg Behaviour Model (FBM) (Ackerman et al., 2018)

Used to identify practical and emotional barriers and incentives to repair. This model provided insight into how to effectively trigger different types of users with different kinds of barriers.

2. Schwartz Value Theory (Schwartz, 2012)

Used to create an understanding of the user and what drives them, what barriers and incentives are most applicable to certain groups, and to create personas.

3. Product-Service Systems (PSS)

Guided the development of a tiered ecosystem, integrating physical and digital touchpoints across the user journey.

2.3. Methods

This project used different methods, combining qualitative, quantitative, and desk research, in addition to creative design techniques.

Method	Goal	Output	Phase
Literature review	Learn more about the context of the problem, frameworks, and developing a research direction	Written summary and conceptual framework	Exploration and definition
Interviews and discussions with several B&O specialists	Learn more about structure within B&O, what they have, where the opportunities are	Written summary	Exploration
Survey with B&O customers	Learn more about customer values, barriers, incentives, and behaviour	Design questions, requirements, insights, ideas	Definition and ideation
Journey mapping	Visualize the user journey from purchase to repair	Visualization	Definition
Behavioural and value mapping	Understanding consumer behaviour and consumer values	Personas	Definition
Brainstorming	Creating as many solutions as possible, in small groups	Solutions	Ideation and development
Morphological chart	Selecting solutions	Concepts	Ideation and development
Harris profile	Testing solutions based on requirements	Concept choice	Strategic development and validation

Table 1: Methods

3. LITERATURE REVIEW

In order to design a solution that can change consumer behaviour, it is important to understand what users value, expect, and what their motivations are. This chapter explores the barriers, incentives, and values of the luxury consumer and young generation through a literature review.

The goal is to identify key insights that can guide development of relevant, engaging, and value-oriented solutions.

3.1. Luxury consumers

Bang & Olufsen is a luxury brand, and serves luxury customers with a (very) high net worth. They have specific values and expectations of the products and services that they invest in. Understanding their values and view on repair will give great insight into what standards the products and services should hold up to, and what moves them to buy and maintain their products. It is important to note that most 'luxury consumers' are of an older generation: Gen X and baby boomers.

3.1.1 Drivers for luxury consumption

Drivers for consumption refer to the underlying psychological, social, cultural, and economic factors that influence consumer behaviour and decision making. For luxury consumption, drivers explain why consumers choose to purchase high-end products that go beyond functional needs, and help understand expectations regarding sustainable actions like ethics and longevity.

In general, drivers for luxury consumption can be categorized as psychological drivers, social drivers, and structural drivers:

Psychological drivers include the social status signal, emotional value (Dubois et al., 2020), hedonism, and the self-identity that luxury reflects (Loureiro & De Araújo, 2013), as well as life-enrichment, and stress relief or self-reward (Loureiro & De Araújo, 2013). This means that consumers have a more personal and emotional connection to their product and how they take care of it, and are more open to engaging in services and experiences.

From this perspective, people want to buy a B&O headphone because it offers a deeply personal and emotionally rewarding experience. The product reflects the user's self-identity, and provides pleasure and comfort through its design and performance, and can serve as a form of self-care or self-reward.

Social drivers include social contexts that amplify attention to luxury products (Dubois et al., 2020), which also connects to social acceptance and peer influence, prestige and status (Loureiro & De Araújo, 2013), and political ideologies, with conservatives preferring luxury for hierarchy differentiation, and liberals favouring uniqueness (Dubois et al., 2020). These consumers prioritize status, success, and personal benefit, which is reflected by owning the latest/best product and having the best experiences.



Psychological drivers

Social status signal, emotional value, hedonism, self-identity, life-enrichment, stress relief, self-reward



Social drivers

Social context amplifies luxury products, social acceptance, peer influence, prestige, status, political ideologies



Structural drivers

Exclusivity, craftsmanship, rarity, superior quality, artisanal design driving desirability, repairability (rational and sustainable)

From this perspective, people want to buy a B&O headphone because it enhances their social identity and reflects their lifestyle. The product gains value through social recognition, peer influence, and the desire to own the best experiences and latest innovations. Whether driven by a need for uniqueness or a sense of prestige, consumers use B&O products to express success, taste, and belonging within their social environment.

Structural drivers are represented by exclusivity and craftsmanship, with rarity, superior quality, and artisanal design driving desirability, in addition to repairability, that helps the preserving of the investment value by making luxury rational and sustainable (Mrad et al., 2025). From this perspective, people value the product itself, and are willing to engage in product life extending activities to protect their investment. From a more modern point of view, sustainable aspirations can arguably also be explained by this category.

Structural drivers such as exclusivity, craftsmanship, and repairability make B&O headphones desirable by emphasizing quality, longevity, and thoughtful design. Designed and produced in Denmark, they reflect artisanal value and precision. Consumers see the product as an investment and are willing to maintain and repair it to preserve its worth.

In conclusion, all drivers can be applicable for customers when purchasing a B&O headphone, and all drivers can influence people when deciding on product maintenance and repair.

3.1.2 Luxury and product life extension

Dubois et al. (2020) argue that luxury is shifting from just exclusivity and aesthetics to a larger focus on longevity and responsibility. Consumers seek products that endure over time, valuing repairability, upgradability, and sustainable materials as status symbols. Green luxury and vintage appreciation highlight how maintaining and extending a product's life enhances its prestige, as the emotional and symbolic value of a product now extends beyond its initial acquisition to its ability to age gracefully and tell a story over time (Dubois et al., 2020). For high-end brands, embracing repair and circularity isn't just about sustainability, it's about staying relevant in a market where conscious consumption is becoming the new definition of luxury.

3.1.3 Conclusion

People that purchase and use luxury products from a psychological or structural mindset will be more likely to repair or use life extending services

than those who consume luxury products from a social standpoint. This is strengthened by society putting more value in sustainability and repair, also in the luxury market.

From a psychological perspective, people will be more likely to repair because of an emotional incentive and emerging experience. From a structural point of view, people are more likely to repair because they want to protect their investment, or because of sustainable reasons. From a social perspective, people can choose repair if that gives them significant value and keeps their perceived status, e.g., keep the value of their investment, there is no other product on the market, or it is cool to repair.

3.2. New generation consumers

For this project, the target group consists of the new generation of customers: Gen Z and millennials between the ages of 20 and 35. They might not yet be customers at the moment as they might not yet possess the needed net worth, but understanding their generational values and view on repair can give great insights into what future products and services should offer.

3.2.1 New generation values

Social norms influence purchasing behaviours, with peer behaviour and social perception playing a role in the adoption of sustainable practices (Atlason et al., 2017). Young adults, in particular, seek brands that align with their ethical and sustainability values, reinforcing their self-identity as environmentally conscious consumers (Kadic-Maglajlic et al., 2019). Despite sustainability concerns, functionality remains the most important product feature across generations (Bigerna et al., 2020). Consumers expect high-performance products that maintain their quality over time. This is particularly evident in brand loyalty, where trust in well-established brands reduces perceived risk and simplifies purchasing decisions (Bigerna et al., 2020). For Gen Z, this trust is also linked to brand transparency and accountability, meaning that companies promoting clear, ethical business practices have a higher chance of maintaining customer loyalty (Brand et al., 2022). Conversely, Gen X consumers prioritize durability and price-performance balance, showing less emphasis on sustainability unless it is directly tied to economic value (Brand et al., 2022). Modern consumers, particularly Gen Z and university students, demand clear information about a product's environmental impact and sustainability claims. Transparency

Figure 4: Luxury drivers

regarding end-of-life (EoL) scenarios, production processes, and certifications plays a critical role in influencing their willingness to pay (Atlason et al., 2017; Bigerna et al., 2020). The preference for verified eco-certifications, such as blockchain-based or paper-based validation, demonstrates a strong trust in third-party guarantees of sustainability (Bigerna et al., 2020).

This shift in consumer behaviour directly impacts B&O, as they want to target this new generation. B&O's repair services must not only extend product life but also maintain the brand's signature quality and craftsmanship. Trust in B&O as a premium brand lowers perceived risk, especially for younger consumers navigating ethical choices. But to preserve this trust, B&O must communicate clearly about the sustainability of its design and service choices. In doing so, the brand can strengthen loyalty, increase perceived value, and redefine repair as a modern, aspirational part of the luxury experience.

3.2.2 Consumer behaviour

While sustainability values shape consumer attitudes, actual purchasing behaviour is often driven by economic constraints and practical considerations.

A major finding is that many consumers, particularly students, prefer durable products over repairable ones (Bigerna et al., 2020). Durability is associated with low maintenance requirements and fewer inconveniences, while repairability is often seen as a backup option rather than a priority. This highlights a critical challenge for circular economy strategies: convincing consumers that repair is a viable and desirable alternative to replacement. In addition, visible signs of wear, such as scratches or minor defects, often justify unnecessary replacement, even when the product remains fully functional (Bigerna et al., 2020).

Although young consumers show strong interest in sustainable products, affordability remains a significant barrier. Many are reluctant to pay a premium for eco-friendly products if they perceive the cost as unreasonably high compared to their budget (Bigerna et al., 2020). Moreover, social influences and parental education affect purchasing behaviours, as environmental awareness is often passed down intergenerationally (Bigerna et al., 2020). As a result, those raised in eco-conscious households are more likely to prioritize sustainability in their purchasing decisions.

While B&O offers strong repair services for its high-end products, replacement remains the default for

more accessible lines like Beoplay headphones. At the same time, younger consumers, though valuing sustainability, often prioritize durability, convenience, and affordability over repairability. This means B&O must present repair as a natural and valued part of the ownership experience, not just a fallback. Services should support both functional and aesthetic longevity, as visible wear can lead to premature replacement. To appeal to younger, price-sensitive users, repair must feel low-effort and worth the investment. Clear communication around sustainability, long-term use, and emotional connection will be essential to meet expectations and reinforce B&O's identity as a responsible, future-facing luxury brand.

3.2.3 Conclusion

Even though Gen Z and millennials care about sustainability, there's often a gap between what they say and their actual purchasing behaviour. While values like ethical production and transparency matter, most still prioritize functionality, durability, and price. Especially for students, durability is preferred over repairability, as they see repair as inconvenient rather than practical.

This makes repair difficult to sell: even minor wear like scratches can make a product feel outdated, leading to replacement even when it still works fine. And although younger consumers trust transparent, ethical brands, many are not willing to pay extra for sustainable options unless it clearly fits their budget or lifestyle. Environmental values are often passed down or shared between social groups, so those in an environment that values eco-consciousness are more likely to act on them.

For B&O, this means repairability on its own isn't enough. Repair and maintenance need to match younger consumers' expectations for ease, lasting quality, and value. To stay relevant, B&O has to position repair as part of a premium, low-effort experience, one that's not just sustainable, but also practical and worth it.

3.3. Understanding values

Understanding the values of the target customer will help ensure that the solution aligns with the customer expectations, motivation, and lifestyle, making it more relevant, desirable, and effective. To gain insight into these underlying motivations, the Schwartz Theory of Basic Values is explored to provide a structured understanding of universal human values and how they influence behaviour.

3.3.1 Schwartz Theory of Basic Values

The Schwartz Theory of Basic Values helps explain and measure the values of the target customer. Schwartz (2012) outlines six key features of values: they are beliefs infused with emotions, refer to desirable goals that motivate action, apply universally across contexts, serve as standards for judgment, are prioritized in an ordered system, and guide behaviour when relevant. The relative importance of multiple values influences actions and attitudes, shaping decision-making processes. Understanding these core values is crucial for predicting and influencing consumer behaviour.

Values can be distinguished by the type of goal or motivation they express, beyond their universal features. They are recognized across cultures because they help fulfil three fundamental human needs: biological needs, social interaction requirements, and group survival and welfare needs. These values act as mental representations and social tools, enabling individuals to express goals, communicate effectively, and gain cooperation. Schwartz (2012) identifies ten basic values in four overarching principles that align with these needs. Understanding these values helps explain human behaviour and decision-making across different contexts.

A. Self-transcendence

1. Universalism: understanding, appreciation, tolerance, and protection for the welfare of all people and nature (e.g. social justice, equality, protecting the environment).
2. Benevolence: preserving and enhancing the welfare of close relationships (e.g. helpful, honest, forgiving, loyal, responsible).

Consumers that value self-transcendence are caring for others and the environment, value fairness, and collective well-being (Schwartz 2012). They are more likely to repair as they prioritize sustainability, reducing waste, ethical consumption, and social responsibility.

In the context of luxury consumption, self-transcendence fits the sustainable side of the structural drivers the best (Mrad et al., 2025).

B. Conservation

3. Tradition: respect for cultural and religious practices (e.g. humble, devoutness, respect for tradition).
4. Conformity: restraint of disruptive behaviours that can upset or harm others (e.g. obedience, self-discipline, politeness, loyalty).
5. Security: safety and stability personally, in relationships, and society (e.g. clean, family security, national security).
6. Consumers that value conservation value stability, security, and tradition (Schwartz 2012), and are driven by structural luxury drivers (Mrad et al., 2025). They would repair to maintain heritage, craftsmanship, reliability, and long-term value. They would look for professional repair services as they provide security and reliability.

C. Self-enhancement

7. Power: social status and prestige, control or dominance over people and resources (e.g. authority, wealth, social power).
8. Achievement: personal success through demonstrating competence according to social standards (e.g. ambitious, successful).
9. Hedonism: personal enjoyment and the pleasures that make life feel more fulfilling (e.g. pleasure, enjoying life).
10. Consumers that value self-enhancement prioritize status, success, and personal benefit (Schwartz 2012). They are driven by social luxury drivers to consume luxury products (Loureiro & De Araújo, 2013). They are less likely to repair if it is inconvenient or diminishing of their status. They are sensitive to premium and exclusive services, and high-end treatment.

D. Openness to change

11. 9. Stimulation: excitement, novelty, and challenge in life (e.g. varied life, daring).
12. 10. Self-direction: having independent thoughts and actions; choosing, creating, exploring (e.g. creativity, freedom, curiosity).

Consumers that value openness-to-change stand for innovation, personal growth, and new experiences (Schwartz 2012). They are driven by psychological luxury drivers (Loureiro & De Araújo, 2013). They are open to repair if the process is engaging, innovative, and convenient.

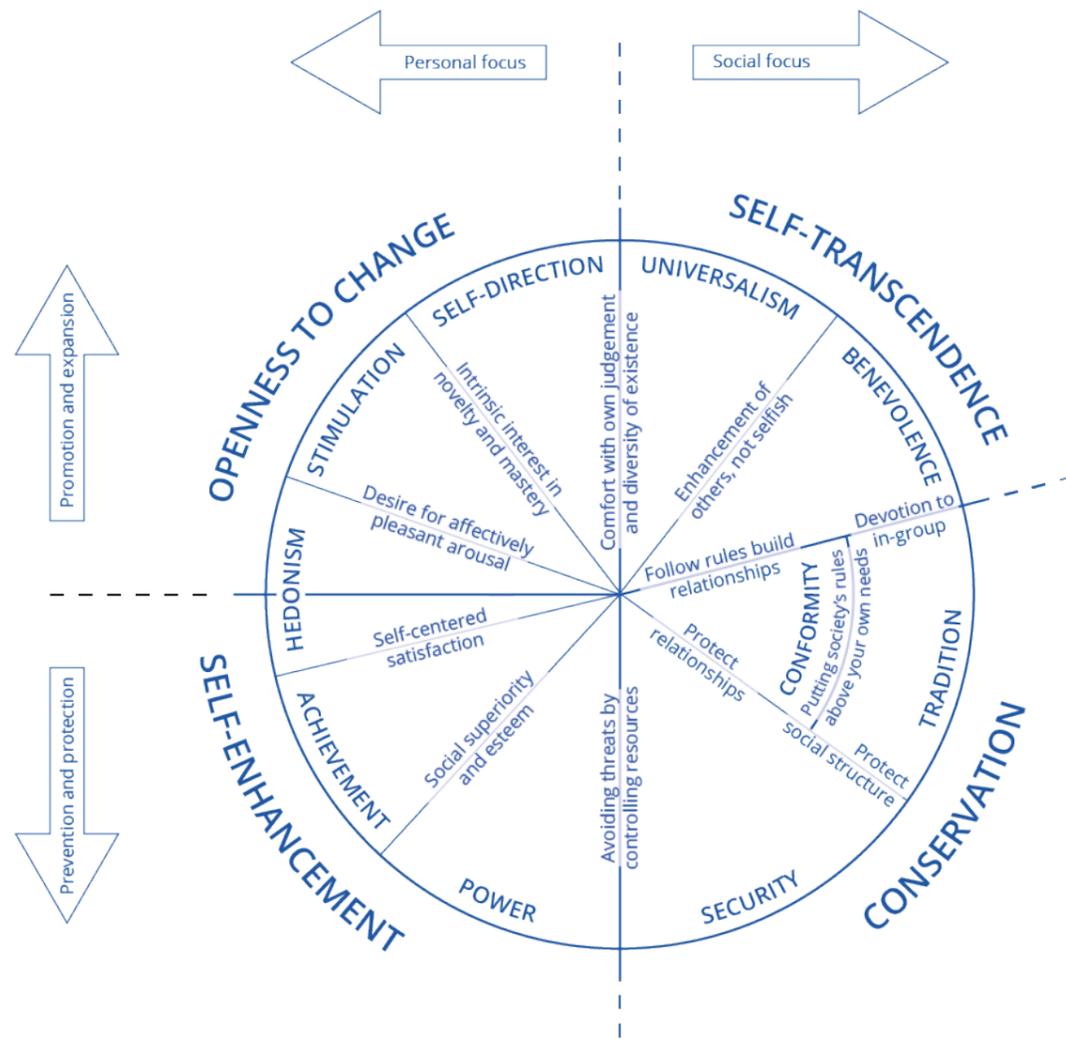


Figure 5: Relationships of values
(Own illustration, based on figure 1 and 2 of Schwartz (2012))

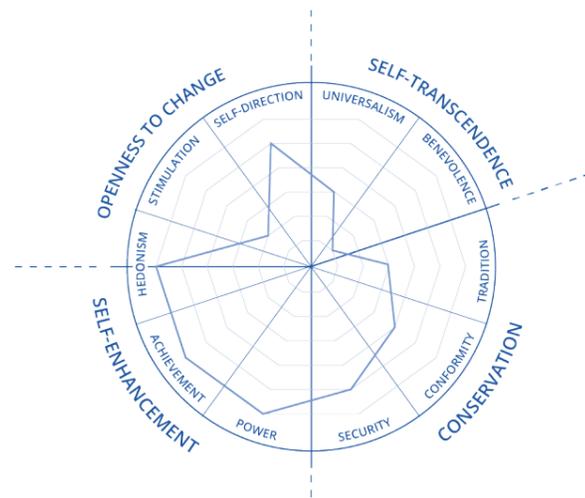


Figure 6: Values of luxury consumers based on papers

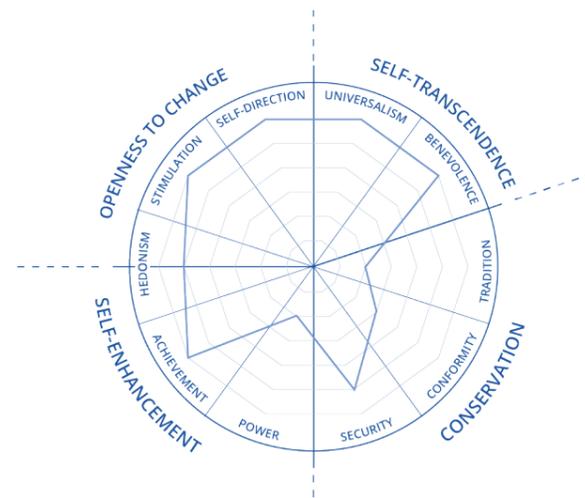


Figure 7: Values of new generation based on papers

They embrace modularity and upgradability, and a creative or empowering process.

Schwartz (2012) describes the relationship between values in a circular structure (see Figure 5), showing their compatibility or conflict along two bipolar dimensions: openness to change vs. conservation, and self-enhancement vs. self-transcendence. Values closer together share motivations, while opposing values reflect conflicting priorities. Personal-focused values (self-enhancement, openness to change) contrast with socially-focused values (conservation, self-transcendence), with the former emphasizing on expansion and the latter prioritizing protection. Understanding these relationships helps explain and influence repair behaviour in younger generations.

3.3.2 Values linked to luxury

Based on the literature discussed in 3.1, luxury consumers (Figure 6) seem to prioritize self-enhancement (power, achievement, hedonism), self-direction, and conformity, indicating a strong focus on status, success, independence, and social expectations. Their motivation for prestige suggests that repair services should be positioned as exclusive and high-quality rather than cost-saving. The emphasis on self-direction means they value autonomy and control, making personalized or VIP repair experiences appealing. Conformity highlights their concern for maintaining a polished image, so repair should be framed as preserving brand prestige and product legacy. To encourage repair behaviour, B&O should promote it as a luxury service that aligns with elite, responsible consumer choices. This description is a good representation of the luxury consumer of the Very High Net Worth Individuals: the current biggest consumer segment of B&O.

3.3.3 Values linked to new generation

Based on the literature discussed in 3.2, the new generation (Figure 7) values self-transcendence (universalism, benevolence), showing a strong focus on sustainability, social responsibility, and helping others. Their openness to change (self-direction, stimulation, hedonism) reflects a desire for independence, new experiences, and enjoyment. Achievement is also important, but rather than traditional success, it can be linked to excelling in their values: being responsible consumers, contributing to sustainability, and making a positive impact. Security remains a priority, meaning they seek stability and reliability in their choices. To encourage repair behaviour, B&O could highlight its positive impact on sustainability, personal empowerment, and long-term security while making it engaging

and rewarding, positioning it as a way to achieve sustainability goals, gain recognition for responsible actions, and align with both personal success and global progress.

3.3.4 Conclusion

Understanding the values of B&O's future customers gives a solid foundation for designing repair services that truly connect with what drives them. Instead of treating consumers as one group, Schwartz's framework shows the range of motivations, from sustainability and responsibility to status, innovation, and stability, that influence how people engage with products and services.

For B&O, this means that encouraging repair isn't just about making it possible, it's about making it matter. While the new generation is generally more open to repair thanks to their focus on sustainability and personal growth, luxury consumers driven by status and exclusivity will only consider repair if it reinforces their image and experience. At the same time, values like trust and quality are important across the board, especially when it comes to protecting brand heritage and product longevity.

This value-driven approach will be key in shaping a repair experience that feels relevant and desirable, and not just functional. In the next phase of this project, this framework will be applied in a survey (Chapter 5) to better understand the value profiles within B&O's emerging customer base. This will help build accurate personas and inform a product-service system that encourages meaningful repair behaviour, tailored to both the next generation and existing luxury customers.

3.4. Barriers and incentives

In order to understand why people would or would not want to participate in product repair or maintenance, the barriers and incentives were identified based on various papers, and categorized to understand their impact and respective solutions.

3.4.1 Emotional vs. practical

Barriers and incentives can obstruct or encourage behaviour of repair or maintenance. Ackerman et al. (2018) explored how the Fogg's Behaviour Model (FBM) (Fogg, 2009) can be applied to product life extending behaviour. Fogg argues that, generally, three factors need to be present to instigate a certain behaviour, which are defined as:

1. Motivation: the reason people want to extend the product life (pleasure, hope, social acceptance, pain, fear, rejection) (Ackerman et al. 2018).

Motivations (and sparks) are emotional, and relate to the consumer related responsibilities. They should be addressed through triggers that align with the users' values, like pleasure, environmental concern, or power.

2. Ability: the ease to do the task to extend product life as perceived by the consumer, and can be seen as demanding (time, money, physical effort, brain cycles, social deviance, (non-)routine) (Ackerman et al. 2018).

Abilities (and facilitators and signals) are practical, and need to be offered by the company, making it their responsibility. They highlight the importance of clear communication, intuitive service design, accessible support, and reducing effort of complexity throughout the repair journey.

3. Trigger: something that pushes people to perform product life extending tasks (Ackerman et al. 2018)

- a. Spark: increases motivation
- b. Facilitator: enables when there is a lack of ability
- c. Signal: reminds people that have motivation and ability

Triggers are the cues that inspire action when either motivation or ability is low, or to remind people when they are both present. This can be done by inspiring people based on their values, facilitating a good service, or by giving timely reminders, emotionally resonant messaging, or strategically placed prompts across the customer journey.

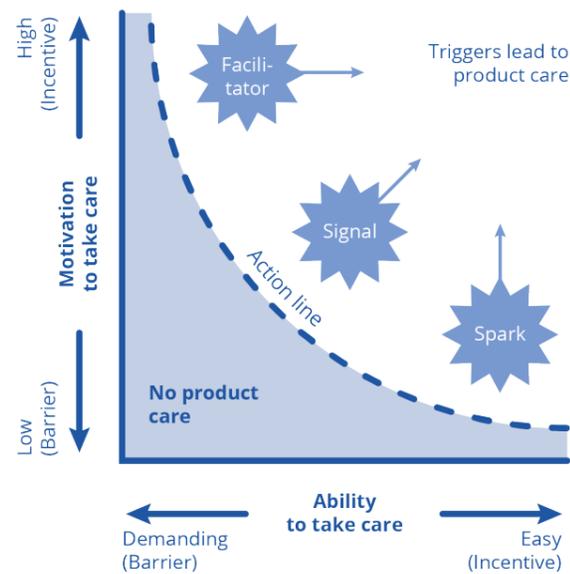


Figure 8: FBM for product care. (Own illustration, based on figure 2 of Ackerman et al. (2018))

The 'motivation' and 'ability' factors can be high (incentives) or low (barriers), and can compensate for each other. A high motivation can compensate for a difficult task (low ability), and the other way around, the ease of a task (high ability) can inspire action even if the emotional motivation is low. Still, both need to be present in order for a trigger to work and actually inspire repair behaviour (Fogg, 2009). These relationships are visualized in Figure 8, which shows that if the barriers are too big, there will be no product care, but if there are enough incentives present, product care can take place.

This model can help identify what kind of barriers and incentives consumers can experience (emotional and practical), and what kind of solutions (triggers) are needed to overcome or empower them.

3.4.2 Barriers

Barriers to repair prevent people from engaging in repair actions, and collectively explain Fixophobia. Identifying these barriers through literature research can help to understand what needs to be solved and avoided when creating the repair service (see appendix 4 and 5).

Practical barriers

Practical barriers result from an insufficient facilitation from the company's side. It ranges from bad communication to not offering repairs in the first place. In order to solve these barriers, the company can facilitate solutions that can create a practical incentive.

1. Price of repair: including costs that are often perceived as too high (e.g., Sonogo et al. (2022); Bovea et al. (2017)) compared to the original price of the product (repair costs include the price of spare parts and man hours). This is especially the case if the product is not covered by warranty (Mrad et al., 2025). In addition, consumers do not give equal value to refurbished and repaired items as they do to new ones, even if the lifetime is equal (Svensson-Hoglund et al., 2020)
2. Access: Availability, including a general lack of repair locations (López Dávila et al., 2021), together with communication as consumers could be unaware of the repair options and locations due to bad communication from the company (Mrad et al., 2025).
3. Effort: The time and effort it could take to locate a repair service, wait for parts, shipping times to specialized workshops, and leaving time without their products, can be a problem, especially for luxury consumers (Mrad et al., 2025). In addition, when a process is complicated, it makes it more inconvenient for the consumer to start and finish the process (Rudolf et al., 2022), especially if it is not a habit (Ackermann et al., 2018).
4. Information: Knowledge and information about both DIY repair options and support (Sonogo et al., 2022), and repair services, like costs, expected timeframe, and legal rights (Roskladka et al., 2023). When this information is not available, people cannot compare options accurately (López Dávila et al., 2021).
5. Spare parts: The unavailability, low quality and/or high price of spare parts. They should be available during the whole product life, even if the product is taken off the market (e.g. Sonogo et al., 2022), just like a lack of tools, such as physical tools, tutorials, and guides, as they can educate people on how the product works and can help people repair (Ackermann et al., 2018).
6. Design: A lack of repairability due to non-modularity and complex architectures, with inaccessible components (Svensson-Hoglund et al., 2020), which can result in difficult problem diagnostics, together with a lack of problem identification tools (Roskladka et al., 2023). Products can be designed to last for a shorter period of time, there could be a lack of compatibility with new technologies and the old product, and old spare parts can be discontinued (Svensson-Hoglund et al., 2020).
7. Regulations: A lack of legislative and financial incentive and regulatory support for repair activities (Roskladka et al., 2023), in addition

to insufficient leadership, awareness, and media influence about repair efforts (Rudolf et al., 2022).

8. Obstruction: When a company prohibits repair, favouring replacement over repair, discourages repair behaviour, and limits consumer autonomy (Svensson-Hoglund et al., 2020). Also, digital locks can restrict unauthorised repairs (Roskladka et al., 2023).

Emotional barriers

9. Emotional barriers are psychological obstacles for the individual consumer. It ranges from their personal beliefs, their connection to their product, or relationship with the company. In order to overcome these barriers, the company can offer a spark that creates emotional incentive.

10. Obsolescence: Obsolescence is the perceived loss of a product's value, causing customers to justify purchasing a new product (Sonogo et al., 2022). This is often fuelled by a throwaway culture and consumers' preference for owning the latest product with the newest technologies or features (Ackermann et al., 2018).

11. Attachment: There can be a lack of emotional attachment to the product, which makes them less motivated to invest in repair (Roskladka et al., 2023). Especially when the product no longer aligns with a consumer's lifestyle or value (Ackermann et al., 2018). This can also be influenced by their surroundings as values are often shared with peers (Svensson-Hoglund et al., 2020).

12. Trust: Consumers distrust repair services due to concerns about transparency, repair quality, unpredictable outcomes, and doubts about genuine parts (Sonogo et al., 2022). Fear of recurring failures and negative experiences from past repairs moves consumers to choose replacement over repair (Sonogo et al., 2022).

13. Awareness: Consumers often lack awareness of the impact of repairs and the importance of prolonging product lifespan (Roskladka et al., 2023).

3.4.3 Incentives

Incentives to repair help people to choose to engage in repair actions, and help prevent Fixophobia. Identifying these incentives through literature research can help to understand how customers can be inspired and supported when creating the repair service (see appendix 6 and 7)

Value quadrant	FBM	Key barriers and incentives
Self-transcendence: universalism, benevolence	Motivation	Attachment: care and responsibility
		Trust: ethical or transparent business practices
		Awareness: sustainability is important
		Guilt: misalignment between personal values and actual behaviour
		Obsolescence: product still functions satisfyingly
		Environmental awareness: sustainability and pro-social behaviour
	Ability	External influence: peer norms influence repair behaviour
		Access: enables ethical behaviour
		Information: transparency supports trust and informed, responsible decisions
		Design: know where the parts come from
Self-enhancement: power, achievement, hedonism	Motivation	Regulations: policy support empowers sustainable systems
		Obstruction: blocking repairs limits freedom and responsible ownership
		Obsolescence: want the newest and best
		Aesthetics: beautiful products enhance self-image
		External influence: peer norms influence status and social image
	Ability	Motivation: pride and fulfilment link to personal achievement and success
		Price of repair: expect effortless ownership
		Effort: hassle is unacceptable
		Exclusivity: maintain exclusivity and status
Conservation: security, conformity, tradition	Motivation	Attachment: long-term use, memory, and loyalty
		Trust: trust the process and brand to keep product working
		Obsolescence: product still functions satisfying desire for stability
		Experience: creates feelings of safety, reinforcing loyalty and future action
	Ability	Price of repair: financial stability and long-term value
		Access: builds trust
		Effort: hassle is unacceptable
		Information: transparency supports trust and informed, responsible decisions
		Design: poor design reduces reliability
Openness to change: self-direction, stimulation, hedonism	Motivation	Attachment: long-term use, memory, and loyalty
		Trust: trust the process and brand to keep product working
		Obsolescence: innovation and excitement
		Rebellion: consumer creates freedom
		Aesthetics: reflects personal taste and creative identity
	Ability	Motivation: exploration and self-direction
		Access: to autonomy and exploration, e.g., DIY
		Information: knowing what is possible
		Spare parts: appeal to modularity
		Design: poor design reduces innovation
	Obstruction: blocking repairs limits freedom and responsible ownership	

Table 2: Relation between values, Fogg, and barriers and incentives

Practical incentives

Practical incentives are facilitated by the company, facilitating customers to repair their product in a structured and supported manner, and can be supported by facilitators.

1. Costs benefit: Consumers are more inclined to repair high-value or luxury items perceived as investment pieces, as they see these as worth repairing (Mrad et al., 2025). In addition, repair can be a cost-saving alternative to replacement, particularly for minor issues like battery degradation (Makov & Fitzpatrick, 2021).
2. Information: When customers know how to repair, or have an interest in gaining more knowledge and skills, they are willing to invest their time (Ackerman et al., 2018). Sustainable labels and certifications, such as eco-labels and social labels, act as trust signals that encourage sustainable purchasing by providing consumers with confidence in the product's environmental and social impact (Kadic-Maglajlic et al., 2019).
3. Exclusivity: Products can be exclusive because they are rare (limited number of items produced), or because they are too expensive to easily replace by the consumer, or unique, which aligns with their intrinsic drive to differentiate themselves through the consumption and display of distinctive items, and motivates them to repair rather than replace (Mrad et al., 2025).

Emotional incentives

Emotional incentives are psychological motivators for the individual consumer that drives them to participate in repair.

4. Guilt: Previous studies indicate that most consumers experience feelings of guilt because they have bought expensive products that are harder to justify than necessities (e.g., Jeong and Koo, 2015) (Mrad et al., 2025).
5. Obsolescence: Extended use of the product, especially when it is still up-to-date, or when the product is needed in life (Sonego et al., 2022).
6. Attachment: People can have an emotional attachment to the product, like positive memories, perceived high performance, or the joy they provide, which can make the products feel irreplaceable (Sonego et al., 2022; Mrad et al., 2025). This is also the case when the product represents consumer's lifestyle (Ackerman et al., 2018). For luxury consumers, they can view luxury products as those that transcend their functional aspects and tap into the emotional and symbolic

features that they hold for consumers (Mrad et al., 2025).

7. Experience: When a previous care activity was positive, they are more willing to do it again (Sonego et al., 2022). A good relationship between the company and the customer can also help with this (Ackerman et al., 2018)
8. Environmental awareness: Understanding the impact of repair versus replacement from a sustainable point of view, or a general attitude towards longevity, which motivates the consumer to take care of products (Ackerman et al., 2018). Effective communication that highlights the benefits can encourage action (Atlason et al., 2017). Actions that align with pro-environmental and pro-social values reinforce young adults' self-identity and provide a sense of internal consistency (Kadic-Maglajlic et al., 2019).

Therefore, while the practical side of the service should provide a smooth, clear, and supportive experience, it is the emotional side that will make the service meaningful and engaging. To actually inspire repair behaviour, the design must leverage the customers values.

Table 2 explains the relationship between the values, Fogg, and barriers and incentives.

3.4.4 Conclusion

This section explored why people do or don't engage in repair and maintenance, using Fogg's Behaviour Model to structure the barriers and incentives that influence behaviour. It shows that both motivation (emotional reasons) and ability (practical feasibility) need to be present for someone to take action, supported by the right kind of trigger at the right time.

Most barriers are practical, like high repair costs, lack of access, or confusing service design. These make repair feel too hard or not worth the effort. Incentives, on the other hand, are often emotional, things like attachment, pride, guilt, or a sense of responsibility, which connect much more closely to people's values.

By linking these to Schwartz's value theory, it becomes clear that different users are driven by different things. Some want to do the right thing, others value stability and trust, while others are motivated by status, autonomy, or creative freedom. So, if B&O wants to encourage repair, it's not just about making the service easy, it's about making it feel meaningful. The design needs to reflect what people care about and why they would choose to repair in the first place.

In the end, it's this combination of practical support

and emotional relevance that will help overcome Fixophobia and make repair a more natural and attractive part of the product experience.

3.5. Solutions and developments

This section explores existing solutions, current trends, and policy developments that influence repairability and sustainable product use in the consumer electronics industry. These insights offer valuable direction for shaping B&O's repair ecosystem, especially in light of shifting consumer values, technological developments, and legal requirements.

3.5.1 Existing solutions

Transparency and information accessibility

Blockchain technology is increasingly used to store immutable data on product origins and lifecycle, improving transparency and trust in repairability and durability claims (Bigerna et al., 2020; Hou et al., 2020). It addresses inefficiencies and greenwashing concerns often present in traditional certifications. Other strategies include offering detailed information on materials, production, and repair options. Labels and eco-certifications are key to gaining consumer trust, especially among sustainability-oriented users (Brand et al., 2022).

B&O should increase transparency in its repair ecosystem by exploring solutions like Digital Product Passports or simplified blockchain applications. Clear information on repairability, materials, and longevity could help reinforce the brand's commitment to quality and sustainability while building trust with younger consumers.

Value propositions in repairability

Brands are beginning to embed durability and repairability into their value proposition. This includes offering extended warranties, service contracts, spare parts, protective accessories, and modular components to extend product life and reinforce product investment value (Zufall et al., 2019; Makov & Fitzpatrick, 2021).

B&O should consider integrating long-term value and repairability into the Beoplay line, emphasizing longevity and craftsmanship even for more accessible products.

Customer engagement and education

To engage younger generations, particularly Gen Z, brands are using social media and digital tools to educate users about sustainability, repair, and

long-term ownership. Providing information at the point of purchase can help consumers make informed choices that align with their values (Brand et al., 2022).

B&O can improve digital communication and engagement across channels, using visual and emotional storytelling to position repair as part of the luxury experience. Online content, tutorials, or even gamified touchpoints could help make repair feel intuitive, aspirational, and value-aligned.

Repair ecosystems and circular economy

various companies now offer differentiated repair services based on consumer needs, from DIY instructions and spare part kits to full-service professional repair. These approaches reflect a growing emphasis on tailoring repair journeys (Zufall et al., 2019). At a systems level, advocacy and regulation in the US and EU are pushing manufacturers to make repair more accessible and transparent (Makov & Fitzpatrick, 2021).

B&O has the opportunity to develop a tiered repair ecosystem, DIY for simple tasks, in-store repair for medium complexity, and service centre repair for high-end interventions, supporting different customer preferences and capabilities while maintaining a premium brand experience.

3.5.2 Legislation

The European Green Deal (2019) aims to make the EU climate-neutral by 2050. Within this framework, several new legal instruments target sustainable product design and repairability:

1. Regulation (EU) 2023/1542 on Batteries and Waste Batteries: From 2027, batteries in portable electronics must be replaceable by users without specialized tools. This supports circularity and user empowerment (Regulation - 2023/1542 - EN - EUR-LEX, n.d.).

B&O will need to ensure compliance with new battery legislation, especially for portable products like headphones. This could open up opportunities for user-replaceable modules that fit seamlessly into the design.

2. Directive (EU) 2024/1799 on the Right to Repair: Effective from July 2026, this directive requires manufacturers to provide repair services within and outside the legal guarantee period and increases transparency through a European repair information form and a unified repair platform (Directive - EU - 2024/1799 - EN - EUR-LEX, n.d.).

This legislation reinforces the need for accessible,

ongoing repair services and transparent communication. It also supports B&O's potential to strengthen its repair identity by proactively embracing these requirements.

3. Regulation (EU) 2024/1781 on Eco-design Requirements: Establishes design requirements for durability, repairability, and sustainability, including the introduction of a Digital Product Passport for transparency (Regulation - EU - 2024/1781 - EN - EUR-LEX, n.d.).

B&O should consider integrating Digital Product Passports into its product and service ecosystem to highlight sustainability, quality, and repair support in a way that resonates with both regulators and value-conscious consumers.

3.5.3 Competitor benchmarks

Several electronics companies have taken steps to comply with repair-focused legislation or improve circularity:

- Apple introduced self-repair kits and parts for certain products, but is criticized for limited accessibility and proprietary tools.
- Fairphone leads in modularity and consumer empowerment through its DIY repairable phones.
- Framework offers laptops with easily swappable parts and long-term support, highlighting transparency and user autonomy. These benchmarks show how B&O could differentiate by aligning repair not just with accessibility, but also with craftsmanship, emotional value, and premium experience.

These benchmarks reveal an opportunity for B&O to differentiate itself through luxury-aligned repair experiences, focusing on emotional connection, timeless design, and craftsmanship. Rather than mimicking modularity alone, B&O could frame repair as a responsible and rewarding act that reinforces the value of ownership.

3.5.4 Trends and consumer shifts

Technological integration and 4IR

the Fourth Industrial Revolution (4IR) is driving integration of technologies like blockchain to support transparency, circularity, and traceability across the product lifecycle (Bigerna et al., 2020; Anser et al., 2020; Walsh et al., 2020). B&O can explore lightweight forms of traceability (e.g. QR-based passports, interactive service records) that support transparency and product longevity in a way that fits the brand's digital ecosystem.

Generational shifts

Gen Z and young Millennials are particularly sensitive to sustainability claims and demand products that offer durability, repairability, and transparent practices. These consumers are digitally native and increasingly use online platforms and social media to guide ethical purchasing (Brand et al., 2022; Kadic-Maglajlic et al., 2019). This shift validates the need to rethink how repair is positioned, not as a technical fix but as a lifestyle-aligned, value-driven act that supports modern identity and ownership.

Post-covid digital shopping and engagement

online shopping has increased since COVID-19, making digital engagement more important for brands. Transparency and sustainability are growing priorities in this context (Brand et al., 2022). This implies that repair should be accessible through the brand's digital channels, with seamless integration in the user experience, helping users navigate repair, updates, and support as part of a holistic ownership journey.

Repair vs. Reuse

while repairability is seen as important, it is often underused. Barriers include perceived inconvenience, cost, and lack of trust in repair services, pointing to the need for reframing repair as a modern, desirable action (Makov & Fitzpatrick, 2021). B&O must rebrand repair as something emotionally and socially valuable, an act that aligns with premium ownership, environmental responsibility, and personal identity.

3.5.5 Conclusion

The current landscape of repairability is rapidly evolving, shaped by technological innovation, legislative pressure, and shifting consumer expectations. Across industries, we see increasing transparency through tools like blockchain and digital passports, rising demand for durable, serviceable products, and a strong push toward user empowerment through education and digital engagement.

For B&O, these developments present both a challenge and a unique opportunity. While many brands respond reactively to regulation, B&O can proactively shape repair as part of a refined, premium ownership experience, aligning craftsmanship, sustainability, and emotional connection. Especially for more accessible products like Beoplay headphones, embedding repairability into the value proposition can help future-proof the brand, attract younger value-driven consumers, and reinforce loyalty.

In short, to remain a leader in luxury and

innovation, B&O's repair strategy must evolve beyond compliance. It should become a meaningful extension of the brand, transparent, emotionally engaging, digitally integrated, and tailored to the values of modern users.

3.6. Conclusion and insights

Consumer behaviour around repair is more complex than simply offering spare parts or guides. It's shaped by deeper motivations, what people value, how they define ownership, and whether they feel capable of taking action. This chapter showed how values, emotional incentives, and practical barriers all interact to influence whether someone repairs or replaces a product. And for a brand like B&O, navigating that behaviour isn't just a technical challenge, it's a strategic opportunity.

Schwartz's value framework helps explain the different motivations behind repair behaviour, and these motivations closely align with the three key luxury drivers. People driven by self-transcendence, those who care about sustainability, responsibility, and reducing waste, connect strongly with the structural luxury driver, valuing repair as a way to protect quality and extend product life. Others, who value security, tradition, and trust, also fit into this structural category, seeing repair as a way to maintain reliability and preserve what they've invested in. Consumers who seek freedom, creativity, and novelty, those with high openness to change, relate more to the psychological luxury driver. For them, repair is an opportunity for personal expression, engagement, or even empowerment. Finally, there are consumers driven by status and recognition, who align with the social luxury driver. They'll only engage with repair if it enhances their image, if it's exclusive, stylish, or signals success. If not, they'll simply replace the product. These layered motivations show that repair behaviour isn't one-dimensional, it's rooted in how people see themselves and what they want their products to say about them.

Fogg's Behaviour Model shows us that for anyone to take action, whether it's cleaning, upgrading, or repairing, both motivation and ability need to be present. Most barriers to repair are practical: price, access, effort, lack of information, or poor service design. However, most incentives are emotional: attachment, pride, guilt, sustainability, empowerment. And while practical improvements can remove friction, it's the emotional relevance, the "why", that truly inspires action.

This becomes especially important as B&O shifts focus toward younger generations like

Gen Z and Millennials. These consumers claim to value sustainability, but their behaviour often contradicts that, as many still prioritize convenience, price, and functionality. Durability is often preferred over repairability, and even small signs of wear can justify unnecessary replacement. Repair is rarely the default, it has to feel worth it. That means B&O can't assume that offering a repair service is enough. It has to make repair meaningful, valuable, and easy enough to actually act on.

At the same time, industry developments are pushing in the same direction. EU legislation is mandating accessible repair, modularity, and transparency. Brands are experimenting with blockchain, digital passports, and extended warranties. But most are still framing repair in technical or compliance terms. B&O has the chance to go beyond that, by turning repair into something aspirational, emotionally rewarding, and aligned with its design DNA.

In short, consumer behaviour around repair is not passive. It's value-driven, image-conscious, and situation-dependent. Different people repair for different reasons, and those reasons need to be reflected in the way repair is offered, communicated, and experienced. For B&O, the future of repair isn't just about function, it's about identity, trust, and care. Especially for smaller, more accessible products like Beoplay, repair must be reframed as part of a luxurious, low-effort lifestyle: something that feels natural, empowering, and worth it.

4. COMPANY CONTEXT

To design a repair service that feels like a natural part of the B&O experience, it's important to first understand the brand itself, how it presents its identity, what it offers, and how it positions itself in the luxury market. This chapter looks into how B&O's ecosystem is set up, how it connects with customers, and what kind of expectations are created throughout the ownership journey.

The research combines desk research, expert interviews, customer journey mapping, and a review of existing brand materials across physical and digital channels. This helps uncover where repair fits in today, where it doesn't, and how it can be strengthened in a way that aligns with B&O's values and vision for quality and longevity.

4.1. Offering and positioning

To understand how the new service will fit the current ecosystem, it's essential to look at the brand's full product range, service infrastructure, and ownership journey. B&O's ecosystem spans from accessible headphones to ultra-luxury sound systems, each offering a different level of care, customisation, and repair support. These differences are key to understanding how repair services should be shaped going forward.

4.1.1 B&O's offerings

B&O's product portfolio includes a wide variety of audio and visual equipment, ranging from the €199 BEOSOUND EXPLORE to the €140,000 Beolab 90. Smaller products like the Beoplay H100 (€1499) and Beoplay HX (€599) headphones are positioned as premium everyday wearables. In contrast, larger sound systems and TVs, such as the €18,950 BEOVISION Harmony, target ultra-luxury customers. These product categories serve different functions but are all bound by B&O's philosophy of combining sound performance, design excellence, and emotional value.

In addition to their products, B&O offers a range of services. Their exclusive *B&O Atelier* service enables customers, particularly high-net-worth individuals, to customise larger, long-lifespan products with different materials, finishes, and colours. While this exemplifies luxury and craftsmanship, such options are generally not available for smaller products like headphones, where modularity and simplicity take precedence.

B&O sells its products through various channels that reinforce its luxury identity:

- Monobrand stores, offering immersive, personalised brand experiences;
- Multibrand retail partners (either physical or online), which focus on premium visibility and positioning;
- The official webshop, which includes access to accessories and product registration.

The B&O App plays an essential role in the ownership experience. It allows customers to register products, explore settings, receive updates, and activate extended warranties. While it enhances brand connection and product control, its potential for supporting ongoing maintenance and repair is not yet fully realised.



Figure 9: Some B&O products



Figure 10: B&O Atelier

Feature/service	High-end	Small products
Standard warranty	3 years	Up to 3 years
Warranty extension	Up to 5 years	Up to 5 years
Repair	In-home or premium service	Central repair centre or mail-in service
Repair instructions	For selected models, professional service recommended	Available for specific models (e.g., battery replacement)
Emotional engagement	High-end, personalized	Standardized
Transparency on repair	High, with detailed service information	Moderate, some repair guides available

Table 3: Repair high-end vs. small products

4.1.2 Repair and warranty

Warranty coverage generally spans 2–3 years, with the option of extended warranties via the app for select products. Customers can access service support through in-house teams, certified retail partners, and contracted repair providers. For high-end products, repair services may include in-home visits, while smaller items rely on centralised mail-in repair, often with less transparency.

B&O's current approach results in a divide between the service levels for premium and entry-level products. This difference is crucial for understanding gaps in customer expectations, especially as B&O shifts toward a more sustainability-minded and value-driven younger demographic.

4.1.3 Brand identity

B&O's brand identity is deeply tied to its values of timeless design, innovation, and quality. Their mission, "Magical moments, designed for life" (Bang & Olufsen A/S, 2024a), expresses a long-term commitment to both customer experience and environmental responsibility. Their production model supports this: key components like aluminium parts are manufactured in-house at their factory in Struer, Denmark, which also houses a dedicated repair and customisation facility.

- Over the last five years, B&O has made sustainability a key strategic priority;
- Cradle-to-Cradle certification is targeted for 10 products by FY2024/25
- Modular product architecture is being implemented in all new designs
- Reverse-engineering efforts are ongoing for older models like the Beoplay HX to enable future repairs
- Net-zero by FY2039, with operations already using 100% renewable energy

These efforts reflect industry-wide developments such as the EU's eco-design regulations, which require manufacturers to offer longer-lasting and more serviceable products. B&O is not just reacting to these trends, they're using them as an opportunity to refine their luxury identity and ensure long-term brand relevance.

Bang & Olufsen's entire ecosystem is embedded in the principles of luxury. The brand doesn't simply sell products, it offers experiences that reflect status, heritage, and emotional investment. This luxury positioning is anchored in what the brand calls "Luxury Timeless Technology" (Bang & Olufsen A/S, 2024a), where exclusivity, long-lasting quality, and design go hand in hand.

What differentiates B&O in the premium segment is not only craftsmanship and sound engineering, but the integration of personalisation, immersive retail environments, and emotionally engaging ownership journeys. These elements ensure that customers feel a strong sense of pride and identity through their purchase, an essential component of luxury behaviour (Loureiro & de Araújo, 2013). Repair and maintenance services, when framed as extensions of this premium experience, can reinforce this identity by showing that the product is not disposable, but worthy of preservation and care. To remain relevant in a changing market, B&O must extend this luxury philosophy to its entire product line, ensuring that even smaller products like Beoplay headphones reflect the same values of prestige, longevity, and personal relevance.

4.1.4 Strategic direction

As part of their future strategy, B&O is participating in the Fixophobia project and other internal initiatives to make repair more accessible and meaningful (Bang & Olufsen A/S, 2024a), especially for smaller products that younger, less affluent consumers are more likely to purchase. These customers often have high expectations around sustainability and digital engagement, but also demand convenience and emotional value (Brand et al., 2022). B&O recognises this shift. Currently, their audience is largely Gen X and predominantly male. But the next generation is more diverse and value-conscious. To remain relevant, B&O is actively adjusting their ecosystem to better reflect the motivations and lifestyles of these emerging customer groups, while maintaining their luxury essence. The repair service for the headphones must reflect that.

4.1.5 Conclusion

B&O's existing ecosystem supports a range of customers and products, but the ownership experience is uneven, especially when it comes to repair. Larger products are supported by premium services, deep emotional engagement, and customisation. In contrast, smaller products offer less transparency, fewer emotional touchpoints, and limited support for long-term use, as they are expected to not outlive their expected product life.

To close this gap, B&O must extend the luxury experience across the full product portfolio. Repair must be reframed not just as a technical service, but as an aspirational part of ownership that reinforces brand identity and customer values, tailored to the limits of these smaller products.

4.2. Beoplay headphones

In order to be able to design for the headphone, it is important to understand what the options are specifically for these products.

4.2.1 Overview of headphones

The three headphones currently on the market are the Beoplay H100, H95, and HX. The H100 was launched recently in 2024, and was designed with a focus on modularity, with the goal to be Cradle-to-Cradle certified. The earpad and headband cushions can be easily replaced when worn out. In addition, the model has an 8 year life expectancy, compared to 5 years for the older models. The life expectancy is explained by B&O employees as 'how long the product will last with average use, for approximately 80% of the customers, including minor repairs'. Those repairs would include changing worn out cushions, and replacing the battery. This is also visible in the warranty, as all models have a 3 year limited warranty, which for the H100, can be extended to 5 years by registering the product in the B&O app. B&O employees explained the warranty as "the time you can expect your product to work with no problems occurring under normal use".

4.2.2 Repairability and warranty

Among the current models, the H100 is the most repairable, thanks to its modular architecture. Its structure consists of subassemblies that are designed to be disassembled and replaced more easily than previous generations. However, certain components, particularly those involving electronics or sensors, require precise calibration and are less accessible for quick or local repair. B&O wants to protect the headphones by only allowing 'DIY repairs', like replacing the ear cushions or headband. Due to regulations, they also have to offer support to replace the battery, but the company would prefer not to. Currently, the H100 doesn't have an official user replaceable battery, which is heavier and bigger than the one they are using now, due to extra protection. A special suction cup is needed to access and replace the battery. Future products will have a user replaceable battery, in order to comply with the new regulations. For any other repairs, the headphones are sent to a central repair centre in Germany, where a new headphone repair service is being set up. With the H100 being so modular, they will be repaired instead of replaced under and possibly out of warranty.

In contrast, older models like the Beoplay HX and H95 were not originally designed with repair in mind. Their internal components are often

glued or tightly integrated, making disassembly complex and time-consuming. To extend the repair potential of these legacy models, B&O is now investing in reverse-engineering efforts, reworking their internal structures to identify feasible repair paths.

All current B&O headphones, the H100, H95, and HX, come with a three-year limited warranty. This warranty covers manufacturing defects, such as malfunctioning components, unresponsive buttons, Bluetooth connectivity issues, or battery failure under normal use. For the Beoplay H100, this warranty can be extended to five years through registration in the B&O App, under the Beocare programme (Bang & Olufsen A/S, 2024). This is a strategic move that ties digital engagement to product longevity, encouraging users to stay connected to the brand and better maintain their products. Despite the clear upsides, a lot of people still don't use the app.

According to B&O's service support, the warranty entitles users to free repairs or replacements if the issue is deemed a manufacturing fault. However, damage due to misuse, accidental drops, or water exposure is not covered.

Breakage and wear-and-tear can occur in different timespans, depending on the intensity of use, storage, charging behaviour, and updates. Common issues across the headphone range can include:

- Battery degradation (usually after 2-4 years). When the capacity is at 80%, it is eligible for replacement.
- Wear and tear of the cushions and headband due to head and hair contact (e.g., discolouring, cracking of the leather, firmness of the foam). It can affect the comfort and aesthetics.
- Broken hinges or frame components from dropping the product, or pressure.
- Charging or power issues, which could be linked to a USB-C port or battery problem.
- Audio issues, such as crackling or loss of sound, either on one or both sides, which could be caused by cable or driver faults.
- Sensors (e.g., measuring if the headphone is on or in its case) that are not calibrated right anymore after time and use.
- Speakers and microphones that stop working.

The weak points are identified as:

- Irreplaceable leather parts
- Condensation in the earcups when the product is used for e.g., sports or is used in a humid environment.
-



Figure 11: Beoplay H100
€1499



Figure 12: Beoplay H95
€999



Figure 13: Beoplay HX
€599



Figure 14: Loose components H100

4.2.3 Repair services

Currently, the most common approach to headphone repair, especially for out-of-warranty products, is full unit replacement. When a customer contacts support or visits a store, the product is typically shipped to Ingram Micro in Germany, B&O's centralised repair partner for headphones. While Ingram can perform technical repairs, the availability of spare parts for older models is inconsistent, and repairs may not be offered if they are considered economically unviable.

For the H100, modular parts like earpads and headband cushions are designed to be customer-replaceable and can be easily cleaned with a damp cloth and normal soap. Batteries and internal components, however, still require professional repair services due to safety and calibration. B&O is currently working on improving internal guidance and logistics for handling these more advanced repairs.

In practice, retailers often recommend replacement when a product is out of warranty, due to cost, part availability, or unclear communication around repair procedures. This undermines repair behaviour and reinforces the perception that even luxury audio products are ultimately disposable. B&O's ambition to create a holistic, premium repair experience aims to change this narrative, especially for their next generation of modular products like the H100.

4.2.4 Conclusion

The Beoplay H100 shows a promising shift in how B&O approaches product longevity. With its modular design, replaceable parts, and five-year warranty option, it's built to last. But while the product is ready for repair, the service experience still has some catching up to do. More complex repairs still require tools and expertise that aren't user-friendly, and it's not always clear what's possible or where to go for support.

Older models like the HX and H95 weren't designed with repair in mind, which often leads to replacement, especially outside of warranty. And even though the app offers extended warranty and product tracking, not enough users take advantage of it, which limits the impact.

If B&O wants people to actually repair their headphones, it's not just about offering spare parts, it's about making repair feel easy, clear, and worth it. The experience has to reflect the same quality and care as the product itself. Repair should feel like a natural part of owning something valuable, not just a backup plan when things go wrong.

4.3. B&O barriers and incentives

Understanding the barriers and incentives from B&O's perspective will give great insight into the practical components to build on or to improve on. All identified barriers and incentives were discussed with B&O employees. Generally, all barriers were relevant and needed some sort of improvement.

4.3.1 Practical

Right now, B&O still prefers replacing headphones over repairing them, both in and out of warranty. This has a few reasons. Repair costs are relatively high compared to the product price, and keeping spare parts in stock for a long time is expensive and takes up space. For the H100, spare parts will become available soon, which is a step in the right direction.

Although B&O has repair partners in their ecosystem, most headphones are currently shipped to Ingram in Germany. If a product is still under warranty, customers can file a claim, receive a shipping label, and send it in. The process is fairly easy, especially when there's a nearby shipping point.

Still, repair isn't really part of the conversation when people buy a headphone. There's barely any information about it. To access the warranty environment, you have to fill in your serial number, and on the website you mostly just see how long the warranty lasts. Actual repair options aren't communicated.

Design also plays a big role. Older models are hard to open and fix, while the H100 is modular and much easier to take apart. In future models, modularity will improve even more. New right-to-repair regulations will push this further, especially

Category	Barrier	Neutral	incentive
Price of repair	•		
Access	•		
Effort		•	
Information	•		
Spare parts	•		
Design	•	•	
Regulations		•	
Obstruction	•		
Exclusivity		•	•

Table 4: Practical barriers and incentives from B&O's perspective

for battery replacements. But even then, B&O prefers to keep repairs in-house to protect quality and reliability. DIY repairs are only supported for simple parts like the cushions.

Because the headphones are quite expensive, especially the H100, they're more of an investment. For people with a high net worth that might not matter much, but for others, it can be a reason to expect a decent repair experience.

4.3.2 Emotional

B&O's current headphone lineup has been launched over just a few years, with each model offering better specs, higher quality, and longer life. While this pace creates pressure to upgrade, many products still function well, making small repairs a realistic and meaningful alternative to replacement.

Headphones are personal, used daily, both for function and self-expression. But because they're rarely customised, they can lose their 'specialness' over time, especially when a newer, more advanced model is released. Still, the high price and premium materials signal that these are long-term investments. That price can trigger guilt about replacement and motivate repair instead.

Despite this, B&O doesn't actively promote repair as a sustainable or valuable option. Customers don't get clear information, especially at the point of purchase, and accessing warranty or repair support takes effort. Trust in the brand is strong, but transparency is lacking.

A smooth, premium repair experience could strengthen loyalty and make customers feel good about choosing to repair. When that isn't available, people may look for DIY solutions, but right now, spare parts beyond cushions and batteries are limited.

Category	Barrier	Neutral	incentive
Obsolescence	•		•
Attachment		•	
Trust		•	
Awareness	•	•	
Guilt		•	
Experience		•	
Rebel		•	
Aesthetics			•
External influence		•	
Motivation		•	

Table 5: Emotional barriers and incentives from B&O's perspective

Social influence also matters. Friends, communities, and social media can play a role in normalising repair, but B&O isn't leveraging this yet.

Repair isn't just about function. It can be emotional, social, and even empowering. To tap into that, B&O needs to build a full experience around it, one that aligns with how people feel about their products and themselves.

4.3.3 Conclusion

Currently, repair is not a clear or well-communicated part of the B&O headphone experience. Replacement is often preferred due to high repair costs, limited spare parts, and unclear processes. While the modular design of the H100 is a step forward, the support system around it is still developing.

Emotionally, people may feel pride, guilt, or attachment to their headphones, but without a visible repair service, these incentives are hard to trigger. They also depend on personal values, which vary widely. Right now, repair isn't framed as something meaningful or aspirational.

As there is no clear repair service at the moment, emotional incentives are difficult to judge. But if B&O introduces a solid, premium repair ecosystem, it could act as a spark, helping customers connect repair to their values and turn it into a relevant, desirable part of the ownership experience.

4.4. Repair ecosystem

A comprehensive understanding of the current repair ecosystem is essential for identifying gaps and opportunities for improvement. This ecosystem was created in collaboration with B&O repair and sustainability experts. The ecosystem is represented as a user journey, illustrating how B&O facilitates and supports the repair experience.

4.4.1 General user journey

B&O aims to extend luxury beyond the product itself, ensuring that the entire experience of purchasing and owning their products reflects the same high standards. This journey is divided into three key phases, in which there are different touchpoints and ways of sharing information: the purchasing process, the ownership and usage phase, and the repair process (see Figure 8). However, for most consumers who own headphones, the repair process is rarely experienced, as issues typically arise after the warranty period has expired, and customers are often advised that their problem cannot be resolved due to the relatively high costs, limiting their engagement with repair services.

The user journey for more expensive and less expensive products is similar, but there are some key differences, which will be highlighted in the respective phase.

4.4.2 Purchasing process

During the purchasing phase, the customer wants to find a product that reflects their values. They can find information in different ways, and if they are satisfied, they will buy the product.

For the Beoplay H100, the modularity and repairability are big selling points in the physical stores, especially for the younger generation (M. Kræmmer, 2024). On the website, the modularity is also communicated: "Elements can be swapped out or serviced. The Battery. The headband. The cushions. Even the drivers." (Bang & Olufsen A/S). The 5 year extended warranty (compared to the 3 year extended warranty for the other models), is also actively communicated. Though this information is shared in the 'sales pitch' on the website, it is difficult to find concrete services on maintenance or repair on the headphones.

The touchpoints that the customer interacts with are during this phase can be:

- Store

In the store, customers can immerse themselves

in B&O, and understand their promise. They can hear great quality music, see great quality products, and be assisted by brand specialists.

The brand specialist can give them all information and arguments around the different headphones, including modularity and warranty.

The customer can order the headphone in the store, or if they have it in stock, buy it directly.

- Website

On the website, customers can find all the products B&O is offering at the moment, as well as extra information and articles about all the possibilities. They can read up about B&O, and can find locations of stores or contact information if they want more personal assistance. Customers are incentivized to go to the store. For example, next to the add-to-basket button, they can also find an experience-in-store button, which directs them to a page where they can find all the official stores.

When selecting a product, they can find all specs and information about it, and even compare different products with each other.

The customer can order the headphone and get it sent home. On the check-out page, they can get recommendations for other products, like e.g., extra ear cushions.

- 3rd party store or website

With third party channels, B&O has less control over what is said about the product, and how it is presented. It is usually a high-end environment, that will protect the image of the product.

- User insight channels

Reviews, forums, or articles about the product can be checked by customers that want to find more information about the product, and maybe specifically about warranty and repair options.

4.4.3 Owning and using phase

Unboxing experience

Receiving the headphone, the customer has an unboxing experience, which is the first point of contact with the product and additional information around the product, like the app. When opening the box, the customer experiences the following things:

1. "Ready to play?" card, against which the customer can hold their phone, which will show the B&O app.
2. After opening the protective fabric and removing the cardboard, the protective pouch, with inside the headphone, is accessed.



Figure 15: Unboxing experience H100

3. Underneath the pouch, two cables (aux – usb-c, and usb-c – usb-c).
4. Also, a 'Beoplay H100 – important' booklet, with on the first page a QR code with the message 'This product contains a replaceable battery'. Contact your B&O retailer for replacement or got to on.beo.com/repair. At this moment, the QR code does not work yet, and a battery replacement guide has not been added for the H100 yet.

The app

After downloading the app, the user can register themselves and add their product:

1. Select a product, make a connection, product is added to the account.
2. Option: register with Beocare, and get 2 extra years warranty (H100). Even if the app is in your own language, you will receive an email in English with extra information about the extended warranty.
3. Use the app to listen to music (like radio, podcasts, music).
4. Use the app to change settings
5. In the app, new software updates can be downloaded on the headphone.
6. Option for 'fixing problems': restart product, reset to factory settings or send logs.

The product guide can give tips on how to use the product, and how the sound settings work. Furthermore, there are links to the website with information about 'how to clean', 'battery behaviour', etc.

When using the headphone, over time the customer can experience degradation of the product (as discussed in 4.2.2 Repairability and warranty), which can be presented as traces of use (small scratches, small problems with connectivity and sound), broken parts (actually broken), aesthetically not pleasing (does not represent the customer anymore, small traces of use), or updates are available (mainly software). For most of the time, people will not do anything with this, and will keep using the product. If the problems become too big, they can either buy a new product, discard the old headphone, or find information on repair options.

Through this 'owning and using' stage, the only touchpoints are the app (if downloaded and registered), and through 'news and updates' emails (if signed up for). Otherwise, the customer has to reach out to B&O to find information on maintenance and repair.

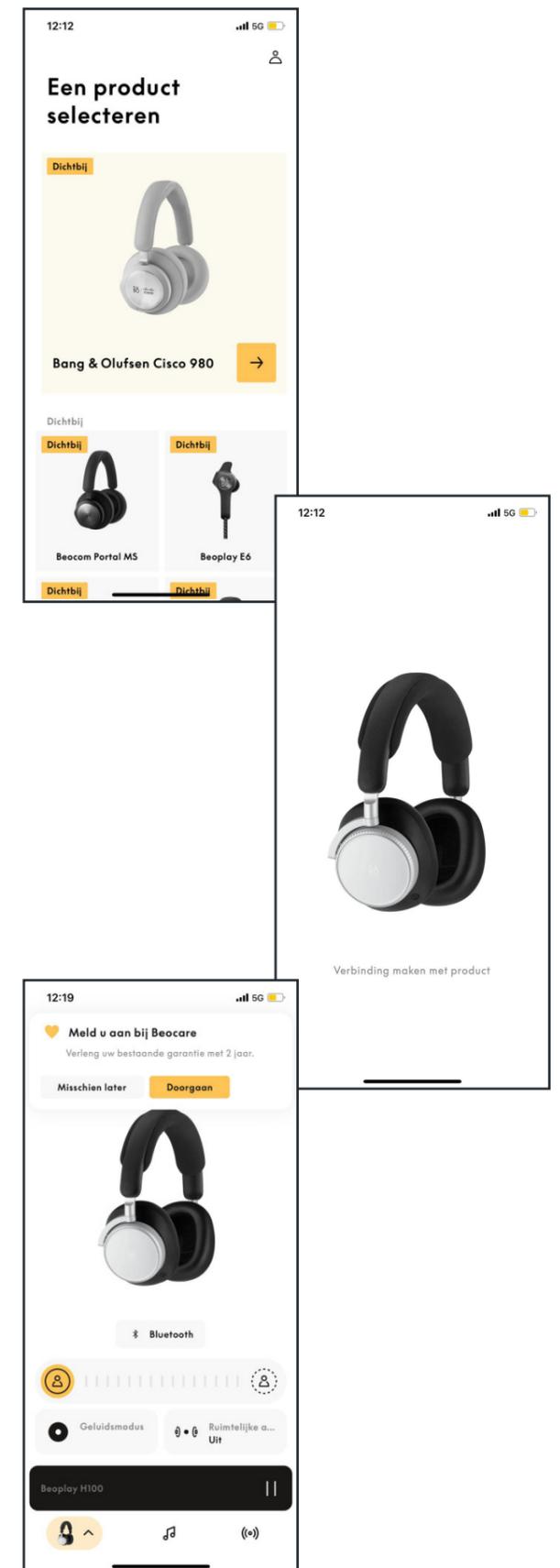


Figure 16: App setup H100

4.4.4 Repairing process

Information and support

When looking for repair options, the customer has five main channels they can go through at the moment:

- Customer care

They help the customer to start a warranty claim, or advice on repair options when the warranty is over

- App

In the app, the customer can restart the product, reset to factory settings, or sent logs. Also, there are guides and frequently asked questions, contact options, external support and proactive support, if allowed by the customer. These pages are slightly hard to find.

- Website

On the website, going through the 'support' page, the customer is first greeted by a virtual assistant, that helps with troubleshooting and warranty assistance. After putting in the serial number, the customer can select the issue of the product, after which a couple of questions are asked by the bot, and if applicable, a shipping label is offered to sent the product to a technician. Another option is to check the warranty status of the product through this channel.

Other information the customer can find on the website include contact information, frequently asked questions, and a user guide.

- Social media

Through social media, like WhatsApp and Facebook, customers can contact customer care.

- Store

In the store, employees can advise people on repair or replacement options. They can assist (if applicable) in sending the product to the repair centre. Not all stores offer this service, because it costs them time and money, and no direct benefit. After warranty, store employees often advice no repair for headphones.

Repair

When the product is sent for repair, there are currently four different routes that can be taken, differentiated by in and out of warranty, and repairability:

1. Warranty, repair: the product is sent to a repair centre, where the problem is diagnosed and a repair plan is made. After this, it is repaired and sent back to the customer.
2. Warranty, no repair: the product is sent

to a repair centre, where the problem is diagnosed. If repair is not possible, a new product is returned to the customer.

3. No warranty, repair: if repair is seen as a viable option, the product is sent to a repair centre, where the problem is diagnosed and a repair plan is made. The quote is sent to the customer. If they agree, the product is repaired, the invoice is paid, and the product is sent back to the customer. If the customer does not agree, the product is sent back without any repair.
4. No warranty, no repair: if repair is not a viable option, the product is not sent for inspection or replacement. The customer can either do repairs themselves (not advised), keep using the product as it is, or buy a new (better) one.

Simple DIY repairs, like replacing the cushions, is always a possibility and not covered by the warranty. These products can be bought easily on the website or in a selection of stores. Also, battery replacement out of warranty has become an option. Currently, option 2 and 4 are most common. In the future, the goal is to have option 1 and 3 as the standard, by making the product more modular and repair more accessible.

4.4.5 Gaps and barriers

In the purchasing phase, the main barrier is low visibility of repair options. Modularity and extended warranty are communicated, but are not clearly explained as service offerings. Neither are the accompanying repair options. Concrete repair instructions or service expectations are hard to find, especially online. On third party channels, the messaging around this is hard to control and minimal.

During the owning and using phase, there are limited touchpoints: after unboxing, there is minimal engaging unless the user has opted into emails or downloaded the app. Not many users use the app, missing opportunities to activate warranty, get tips, or easy access to support. In addition, degradations is not acknowledged, there is limited proactive messaging around expected wear, maintenance, or available solutions. In addition, there is a lack of emotional connection post-purchase, as the experience does not feel as premium as the product itself.

In the repair phase, there are multiple channels through which the customer can inform about repair, but the information is inconsistent. Store staff often advices against repair, or are hesitant to assist in sending the product to a repair centre. Replacement over repair is currently the default, with repair out of warranty basically becoming non-optional.

4.4.6 Opportunities

In the purchasing phase, B&O has the chance to make repair part of the ownership story, not just an afterthought. The store experience is strong, but it could be used to educate customers on care, longevity, and how the brand supports their product over time. On the website, the tone is premium, but the information architecture doesn't yet highlight the aftercare journey. A simple landing page for repair, connected to each product, could bridge that gap. In-store, product displays and staff could play a bigger role in communicating what modularity really means, and how it benefits the user over time.

During the owning and using phase, the app is a big opportunity. It already hosts useful features, but could become the heart of the care experience, reminding users of small rituals like cleaning or updating, offering guidance for part replacements, or even celebrating product longevity. Proactive messages could reframe wear as normal and repair as a smart choice. The unboxing moment also has untapped potential. It's already designed to feel premium, but it could introduce users to care and service in a more intentional, branded way, making maintenance feel just as considered as the rest of the product.

In the repair phase, there's space to turn something currently seen as functional or inconvenient into something that reflects the B&O identity. A holistic, branded repair experience, from clearer instructions to better support and emotional reassurance, could elevate repair to the same level as the purchase. Even simple steps, like showing what happens behind the scenes during a repair, or letting users follow the progress, could build trust and pride. Stores and customer service should be aligned to encourage repair rather than replacement, making it feel like a smart, responsible, and valued decision.

Overall, the foundation is already there. The channels, the premium quality, the modular design, it solely needs to be connected and activated as part of a lifestyle. B&O doesn't need to reinvent its identity to embrace repair, it just needs to bring it into the brand experience with the same level of care, clarity, and emotion.

4.4.7 Conclusion

The current repair ecosystem at B&O has strong potential, but key gaps prevent it from fully supporting long-term product care, especially for smaller, modular products like headphones. Across the customer journey, repair is not yet embedded as part of the experience. In the purchasing phase, information around repair is fragmented or missing, making it hard for

customers to understand what support they can expect. During ownership, touchpoints are limited and not emotionally engaging. Most customers don't use the app, and degradation or maintenance isn't acknowledged in a proactive or branded way. In the repair phase, the process lacks transparency and consistency, with many customers being discouraged from repair entirely.

At the same time, there's a clear opportunity to activate the repair experience across all stages. The store and app could be used more intentionally to communicate care, modularity, and longevity. Touchpoints like unboxing, product registration, and app notifications could reinforce rituals of ownership and guide users through wear and repair in a natural, branded way. And most importantly, the repair process itself can be elevated to match the premium expectations of B&O, through clear instructions, better support, and emotional reassurance.

4.5. Conclusion and insights

B&O's brand sets high expectations, but the ownership experience doesn't always deliver, especially for smaller products like headphones. While flagship models come with premium services and emotional touchpoints, modular products like the H100 still lack a clear, engaging repair journey. The product may be ready for longevity, but the surrounding ecosystem isn't there yet.

What this shows is that repair isn't fully embedded in the brand experience. It's often unclear, inconvenient, and rarely feels like a natural or desirable part of owning something valuable. Emotional incentives like pride or care are hard to activate when the process doesn't match the product's quality or the brand's promise.

We can learn that for repair to truly work at B&O, it needs to feel aspirational, not optional. It should be visible across the journey, from purchase to post-warranty, and adapted to the realities of smaller products, without losing the sense of luxury. The gaps in communication, emotional engagement, and consistency highlight what the future service needs to address: make repair easy, meaningful, and clearly part of what it means to own B&O.

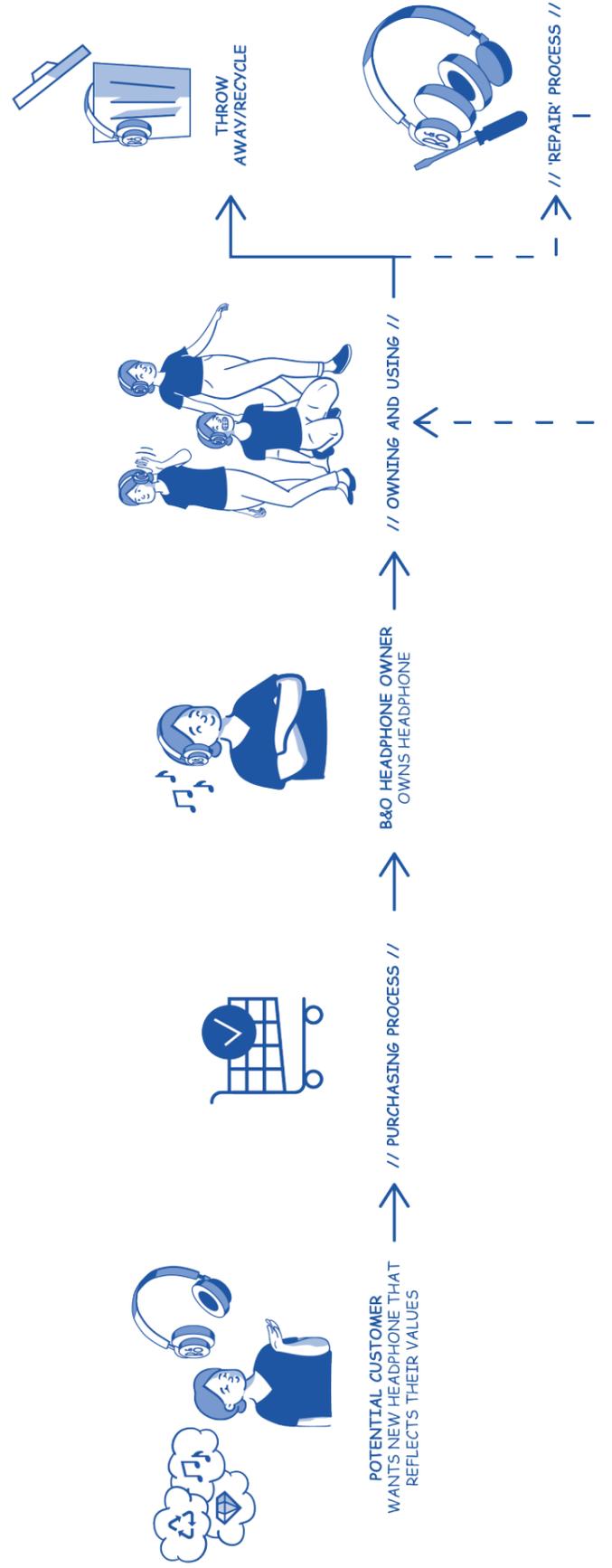


Figure 17: General user journey

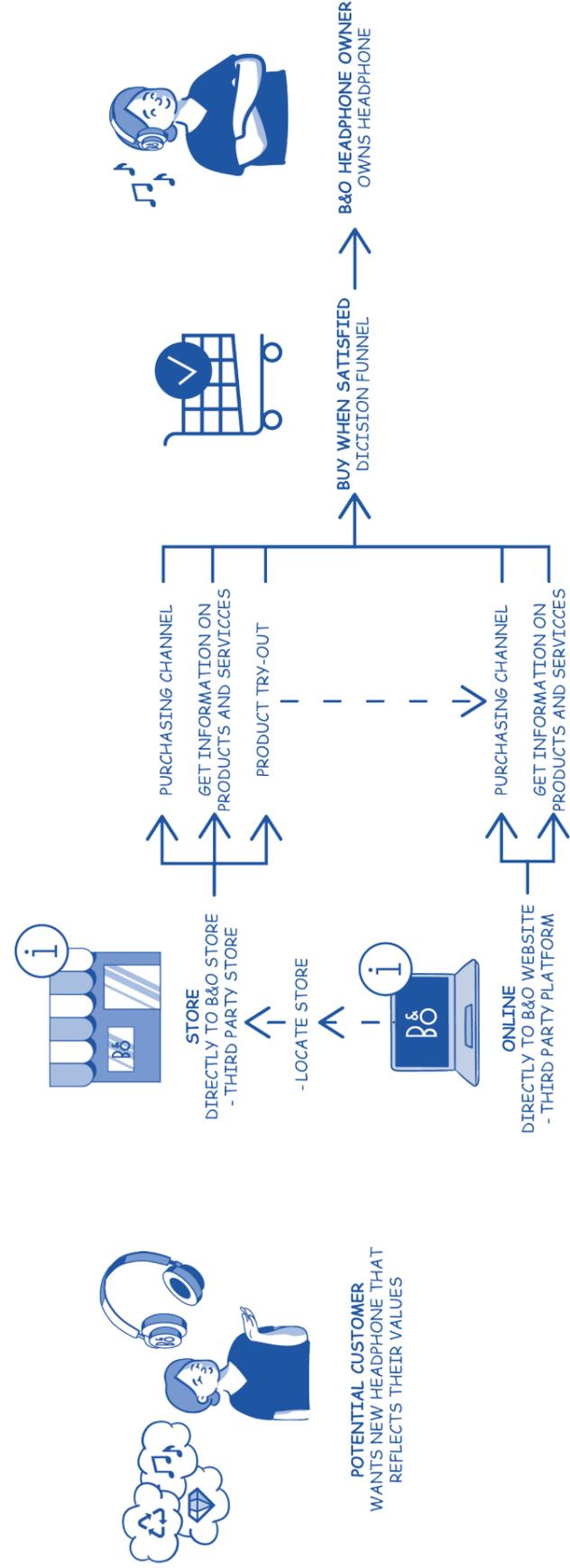


Figure 18: User journey purchase

5. CONSUMER SURVEY

To complement the literature and brand analysis, a consumer survey was conducted to gain direct insight into current attitudes, expectations, and behaviours around repair. The goal was to better understand how different types of users, especially within B&O's target audience, perceive repair, what motivates or stops them from taking action, and how this relates to their values, lifestyle, and preferences.

The survey explores practical, emotional, and value-based dimensions of repair, and helps identify patterns across different user segments. These insights are essential for shaping a service that feels relevant, personalized, and emotionally engaging.

5.1. Purpose and relevance

Repair actions need to be facilitated by the company, but are always initiated by the consumer. This section explores their repair behaviour, including what drives them, their attitude towards repair, importance and implications of barriers and incentives, and desired repair services.

5.2. Design and methodology

5.2.1 Structure and questions

The survey consisted of four main sections that included a total of 23 questions. It combined multiple choice questions, Likert-scale, and open-ended responses to gather both quantitative and qualitative insights. The survey took approximately 10 minutes to complete. See appendix 8-10.

Section 1: Values

The first section aimed to identify which of the ten values were most important to respondents (as introduced in Chapter 3.3.1) by presenting two (except for one value which included three) statements, resulting in a total of 21 statements. Respondents rated their level of agreement with each statement on a 7-point Likert scale. This approach is based on Schwartz's Portrait Values Questionnaire (PVQ-21) measuring tool (Schwartz, n.d.).

Section 2: Owning a headphone

The second section explored respondents' headphone ownership with 15 different questions. The first eight questions examined what their primary headphone is, usage patterns, motivations for owning a B&O headphone, and whether they check warranty details. Most of these questions were multiple-choice, except for one open-ended question inviting respondents to comment on the warranty-related question. The second half of this section focused on past headphone issues and how respondents addressed them. These questions were also primarily multiple-choice, with two open-ended questions allowing respondents to describe the issues they encountered and their repair experiences.

Section 3: Barriers and incentives

The third section aimed to identify the most significant barriers and incentives to repair for respondents. Two ranking questions were used, asking participants to prioritize the 12 main barriers and 11 main incentives, as outlined in Chapter 3.4.

Section 4: Repair behaviour

The fourth section examined respondents' repair behaviour and expectations through five questions. Four questions focused on desired repairs and repair services, including three multiple-choice questions and one open-ended question for additional comments. The fifth question assessed respondents' willingness to pay using four subquestions based on Van Westendorp's Price Sensitivity Meter (Conjointly, 2025).

5.2.2 Participants and sampling

The target population consisted of individuals aged 20–35 from Western countries who own a B&O headphone. This group was selected as it aligns with B&O's key consumer demographics and represents a segment likely to engage in repair-related behaviours.

A convenience sampling approach was used, leveraging B&O's customer network. To encourage participation, respondents were informed that one participant would be randomly selected to win a free B&O headphone. This incentive aimed to increase response rates while ensuring that participation remained voluntary and unbiased. The survey was distributed to 1,924 individuals, of whom 291 completed it. After filtering for criteria (headphone users from Western countries aged 20 to 35) a total of 256 valid responses were included in the analysis.

5.2.3 Survey distribution

The survey was distributed online through B&O's customer network. Email invitations were sent to a select group of B&O customers. The survey was open from responses for one week. Halfway through the week, a reminder email was sent to maximize participation.

5.2.4 Analysis method

Data processing and cleaning

Before analysis, survey responses were screened for completeness and eligibility. Incomplete responses or those from participants outside the target demographic were removed, resulting in a final dataset of 256 valid responses.

Quantitative data analysis

Multiple-choice questions were analysed by calculating the percentage distribution of each response option and comparing them to identify trends and patterns.

Ranking questions were analysed using descriptive statistics, including mean, min, max, median, and mode with Microsoft Excel.

For the Van Westendorp's Price Sensitivity Meter, responses were analysed by plotting cumulative distribution curves for each price perception category. The intersections of these curves were used to determine the *optimal price point* (OPP) and the *acceptable price range* for repair services. The price range was defined as the area between the 'cheap' and 'expensive' thresholds, ensuring alignment with consumer expectations.

Likert-scale responses were analysed by comparing the average ratings of paired and individual statements to assess the extent to which they reflected a shared belief. Following this, a K-means cluster analysis was conducted using the individual statements in SPSS to segment respondents based on their values. The analysis initially produced five clusters, but one was eliminated due to it representing an insufficient number of respondents. The remaining four clusters were further analysed and interpreted to develop consumer personas representing distinct customer types.

Qualitative data analysis

Open-ended responses were analysed using thematic analysis to identify recurring themes related to warranties and repair services. Responses were manually coded and grouped into common categories to provide qualitative insights into consumer perceptions of repair.

5.2.5 Limitations and bias considerations

As a convenience sampling approach was used, the findings may not be fully generalizable to all consumers of the generation. Additionally, self-selection bias could have influenced the results, as individuals more engaged with repair behaviours may have been more likely to respond. Social desirability bias may have influenced responses, particularly regarding sustainability-related attitudes. K-means clustering requires a predefined number of clusters, which may have influenced segmentation outcomes. Additionally, the stability of the identified personas may vary with a larger or more diverse dataset. The Van Westendorp's Price Sensitivity Meter relies on self-reported perceptions of acceptable pricing, which may not always align with actual purchasing behaviour. Additionally, responses could be influenced by how the repair service was framed within the survey.

5.3. Results

5.3.1 Demographics

Of the 256 respondents that met the criteria, 222 were male, 31 female, and 3 others. This is consistent with B&O's current customer base (see confidential appendix B). The mean age is 30. In this survey, all Western countries were included in the results, with respondents living in:

- Western Europe (Belgium 4, France 13, Netherlands 15, UK 28)
- Nordics (Denmark 24, Finland 2, Norway 3, Sweden 6)
- Central/eastern Europe (Austria 4, Czech Republic 2, Germany 32, Hungary 1, Poland 5, Slovenia 1, Switzerland 6)
- South Europa (Italy 10, Portugal 2, Spain 13)
- And other (Australia 5, Canada 11, USA 69)

5.3.2 Drivers to own B&O headphone

The drivers for luxury consumption that were introduced in Chapter 3.1.1 include psychological, social, and structural drivers. Based on responses to Question 2.6 of the survey, more respondents selected psychological (e.g., quality) and structural (e.g., ease of use) drivers than social drivers (e.g., luxury status).

Motivations (top 6)	Percentage
Great sound quality	25,7%
Beautiful design	22,6%
High quality materials	22,9%
Product is easy to use	11,5%
Brand aligns with my values	9,2%
Luxury status of the product	5,3%
Total	96,9%

Table 4: Survey results drivers

Q2.6 "What is your motivation for owning a B&O headphone?" (Multiple choice, multiple answers possible)

5.3.3 Values and personas

The distribution of values among respondents, representing young B&O customers (Q1.1), closely resembles the reported distribution for the 'new generation' (primarily students, as identified in Chapter 3.3.3) rather than the 'luxury segment consumers' (primarily Gen X and Baby Boomers, as identified in Chapter 3.3.2), as shown in Figure 21.

In order to identify distinct consumer personas, the individual statements that represent the

values were separated (as visualized in Figure 22), after which these statements were used for the cluster analysis.

Cluster analysis

The four final clusters (as shown in Figure 12) varied in what values they prioritize.

1. Cluster 1: The ethical innovator (54/257 – 21%)

Strongly values sustainability in environmental and social ways, but also values self-direction and stimulation, meaning this persona wants to participate in repair, but needs to enjoy the process.

2. Cluster 2: The urban jetsetter (70/257 – 27.2%)

Strongly values achievement and hedonism, as well as self-direction, stimulation, power and security, meaning this persona wants to show their success and ability resulting in prioritizing replacement over repair if that can give them more value. Services should provide a VIP experience to make them an option.

3. Cluster 3: The responsible guardian (75/257 – 29.2%)

Strongly values security, being humble, and sustainability, meaning this persona will prioritize repair over replacement from a sustainability point of view, as well as the drive to extend the product life time of the product they have invested in.

4. Cluster 4: The rational customer (50/257 – 19.5%)

No real strong values, but similar priorities to the ethical innovator, meaning they will participate in repair when it is simple and convenient, but will not get inspired by big statements targeting specific values.

5.3.4 Barriers and incentives

The barriers and incentives for repair that were introduced in Chapter 3.4 include 12 different barriers and 13 different incentives. Based on the responses to questions 3.1 and 3.2 of the survey, practical barriers and incentives (e.g., costs) were ranked more important than the emotional barriers and incentives (e.g., attachment). They have been ranked individually and grouped.

Q3.1 “Rank these reasons to repair from most important to least important” (Rank statements)

Q3.2 “Rank these reasons to NOT repair from most important to least important” (Rank statements)

1. Costs (warranty coverage and price of repair)

2. Convenience (time, locations, spare parts) and Obsolescence (obsolescence, longer use)
3. Sustainability
4. Emotional reasons (attachment, feeling of pleasure or pride after repair, product looking new)
5. Expectations repair service
6. Legislation (regulations or legislation)

Warranty coverage

Warranty is by law 2 years for European countries. At B&O, the warranty on headphones can be extended to 3 or 5 years (depending on the model) by registering. As shown in Question 2.7, 78% of the respondents check the warranty, 22% does not.

Answer	Percentage
Yes	40,9%
Yes, but only how long it is applicable	25,7%
No, I forget to look into it	13,2%
Yes, but I don't do anything with the information	11,3%
No, I don't really care	8,6%
Total	100%

Table 5: Survey results warranty

Q2.7 “Do you look up the warranty details including when it ends when you buy a new headphone?” (Multiple choice)

Q2.8 “Would you like to comment on question 7?” (Open question)

E.g., “Before buying a product I always check the warranty of the product and the warranty experiences with the company selling the product. Moreover, the leniency of a company toward the end-consumer, should there be an issue outside of the warranty is very important.” (Male, 33, cluster 1).

Price of repair

Currently, barely any repair is offered out of warranty for small products. Because of this, there is no clear price point on repair for headphones.

Based on Question 4.3, an ideal price point for a repair service was determined using the Van Westendorp's Price Sensitivity Meter. For a headphone of €1000, with a life expectancy of 8 years, after 5 years, the following price range has been identified:

- The ‘acceptable price range’: 10-18%
- The ‘optimal price range’: 12-13%

Convenience

Based on the open questions, the parameters of ‘convenience’ were identified as follows:

- Time: preferably within a week, no more than a month
- Locations: either at home (DIY), sent product to repair centre, or bring to local repair location (e.g., in a store)
- Spare parts: most mentioned spare parts (and problems) are cushions, headbands, and batteries

E.g., “I'm quite impatient when it comes to waiting for fixes and repairs through mail as there is a whole extended process that takes up too much extra time. If I can get someone to review my product and fix it in the same day or week and pick it up that would be the most ideal.” (Female, 31, cluster 1)

Obsolescence

Being able to use the product for a longer time was the highest scoring incentive for the customers. The availability of newer or better products on the market was the third highest scoring barrier.

E.g., “I think it would be a great idea for users who love your products (me!) and want to continue using them even after some wear and tear.” (Male, 33, cluster 1)

“I get that there always will be newer technologies, but the power of BEO is the long [product life cycle].” (Male, 28, cluster 4)

Sustainability

Sustainability was a moderate incentive for people to choose repair over replacement, but for some people it was a very important reason, e.g., “Environmentally, it is always good for companies to look into these things to reach sustainability targets that help with public appeal and popularity.” (Male, 33, cluster 1) and “Repairing mainly for me is about sustainability and saving money.” (male, 35, cluster 3).

People generally scored very high on the universalism (and specifically the sustainability statement) with Q1.1. After a correlation analysis between the results of the sustainability statement and the sustainability incentive, a significant but moderate correlation was measured.

5.3.5 Desired repairs and services

Customers are interested in replacement of small parts and repairing their headphone over not doing anything. This could be either DIY, by sending the product to a repair centre, or in the store while you wait. After 5 years, people are more interested in replacing the battery than after 2 years. In addition, after 5 years, people are more likely to buy a new headphone if there is a better/newer alternative on the market. Interest in changing the colour of the casing goes down after 5 years compared to 2 years.

Q4.1/4.2 “What product life extending activities would you do/have you done for a headphone (€1000, 5 year warranty, life expectancy 8 years) after [2/5] years of owning it?” (Multiple choice, multiple answers possible)

Answer	2 y	5 y	Diff.
Replace the battery	22%	30%	^8%
Replace the ear cushions/ headband cushion	28%	29%	^1%
Repair a part when it is not working anymore	27%	25%	v2%
Depends if there are better/newer products on the market I will buy that one	4%	13%	^9%
Replace part of the casing to a different colour	7%	1%	v6%
Nothing, I will use it until it doesn't work anymore and buy a new one	5%	5%	-0%
Total	100%	100%	

Table 6: Survey results kinds of repair

Q4.4 “What maintenance or repair services would you be interested in?” (Multiple choice)

Answer	Percentage
DIY support	35,5%
Send product to repair centre	24,7%
In store repair while you wait	22,8%
Analysis of the whole product in the app	8,1%
Replacement of a small part	5,8%
Total	96,9%

Table 7: Results kinds of service

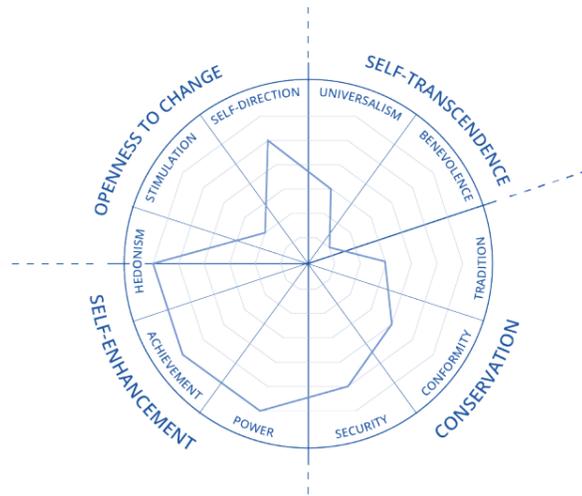


Figure 6 repeated: Values of luxury consumers based on papers

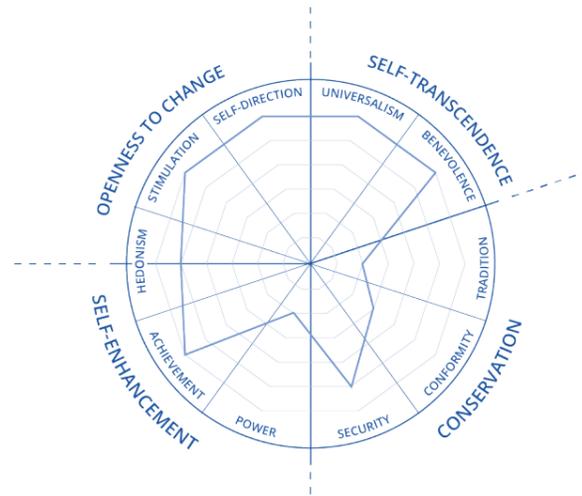


Figure 7 repeated: Values of new generation based on papers

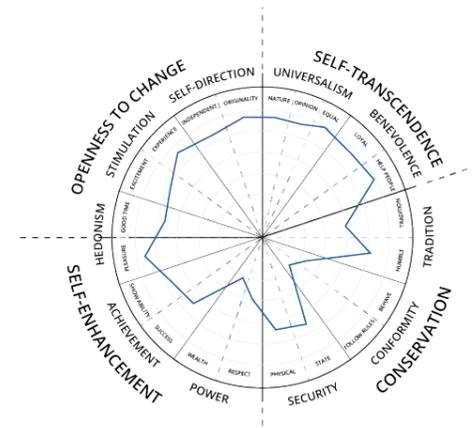


Figure 23: Cluster 1
54/257 (21.0%)

Focus on promotion and expansion, rather than prevention and protection. Closest to general shape for young generation.

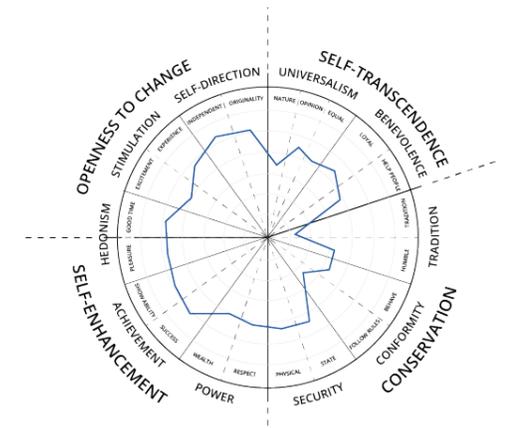


Figure 24: Cluster 2
70/257 (27.2%)

Personal focus rather than social focus. Similarities to luxury segment consumer.



Figure 21 repeated: Values respondents average

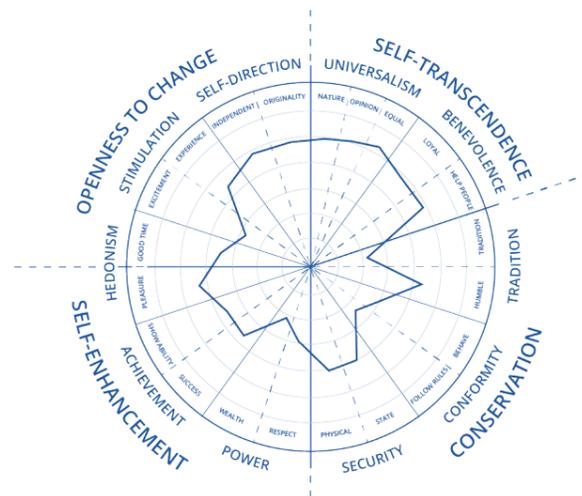


Figure 22 repeated: Statements respondents average

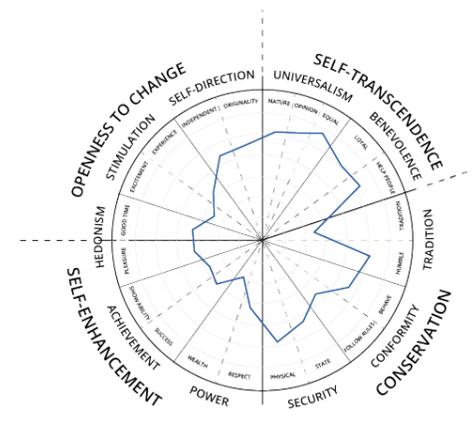


Figure 25: Cluster 3
75/257 (29.2%)

Social rather than personal focus. Low similarity to luxury or new generation.

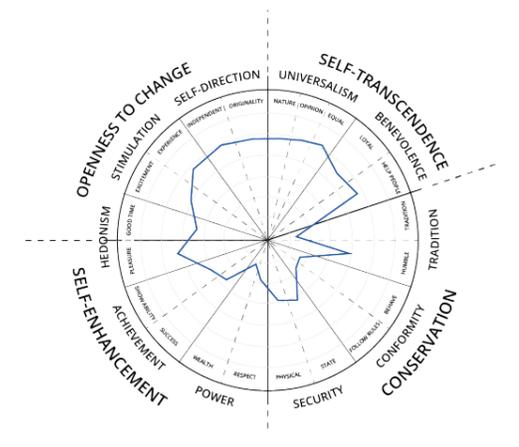


Figure 26 Cluster 4
50/257 (19.5%)

Focus on promotion and expansion, rather than prevention and protection. Lowest scores compared to other personas.

5.4. Analysis and discussion

5.4.1 Discussion

Why B&O

5.3.2 shows that most consumers choose B&O products because of great sound quality, beautiful design, and high quality of materials, and not necessarily because of value or luxury status. This relates mostly to the psychological and structural drivers that were presented in chapter 3.1.1. It can be argued that this could be 'socially expected behaviour', as people are expected to be humble and not shallow. This is shown with the clusters, where the luxury consumer (cluster 2) is one of the bigger ones, where people do value achievement and power, which relates to the social luxury drivers. As B&O is a luxury company, they have to differentiate themselves to their competitors, which they do through high quality products and great music experiences, which is represented by the psychological and structural drivers, which are represented strongly in 5.3.2. In conclusion, people will value the luxury status of the product more than is shown, but quality and design are still more important.

Clusters

The four clusters that are presented in 5.3.3 show distinctive groups of customers that can embody specific values and motivations towards repair and maintenance. They share certain values, like universalism, low traditionalism, high humbleness, security, and a want for pleasure. These values are shared between this generation. Otherwise they differentiate and all reflect two quadrants of Schwartz's values. Table 1 in chapter 3.4.5 shows what specific values fit these quadrants.

Cluster 1 (ethical innovator) and cluster 2 (urban jetsetter) both value self-enhancement. Emotionally, they will most likely react to obsolescence, rebellion, personal representation of the product, and personal motivation. Practically, they need access and autonomy, information on options, spare parts, a modular product design, and no obstruction.

Cluster 1 (ethical innovator) and cluster 3 (responsible guardian) share the values of self-transcendence. Emotionally, they are likely to respond to care and responsibility, trust, awareness of the sustainable impact, guilt, obsolescence, and external influence. Practically, they need access, transparent information, a product passport, regulations, and could react to obstruction.

Cluster 2 (urban jetsetter) also has a strong focus on self-enhancement. Emotionally, these people

will most likely react to obsolescence, aesthetics of the product, external influence, and personal motivation when they are presented as barrier or incentive. Practically, they need a good price of repair, low effort, and maintain exclusivity.

Cluster 3 (responsible guardian) is also strongly identified with the conservation values. With emotionally, attachment, trust, obsolescence (product still works), and experience as strong barriers and incentives. Practically, they need a good price of repair, access, low effort, transparent information, and a reliable product design.

The fourth cluster (rational customer) has a similar shape to the first one. Here, the values are all lower, and the customer will most likely prioritize transparent information, low effort, and low prizes.

Even with values overlapping, triggers (as discussed in chapter 3.4.1) need to be personalized based on the whole persona, and how the different values relate to each other. For the ethical innovator, triggers to incentivize repair have to relate to their wish for excitement and experience in relation to sustainability. For the urban jetsetter, the need for a good experience in relation to power and social standings is important. Obsolescence will play a big role here. For the responsible guardian, protection of the product, the investment, and sustainability play a big role. The triggers should focus on this. Lastly, for the rational customer, the triggers should focus on making the process accessible and easy to understand.

The four clusters were translated into four personas, as shown in section 5.4.2.

Incentives and barriers

As shown in section 5.3.4, emotional barriers and incentives were seen as less important, whereas practical barriers and incentives were seen as more important. This proves the findings from chapter 3.4, where it was concluded that practical reasons are often seen as barriers, and incentives are predominantly more emotional. However, the practical incentives that were identified did score high in the survey. This shows that the service itself needs to be structured and clear, whereas the communication and framing of the service should tap into the values (emotional).

Costs are the most important barrier, or incentive, to repair. The costs of the product out of warranty should reflect the value of the product at that point in time. It is identified as 10-18% of the original price, and ideally between 11-13%, after 5 years

of ownership (and confirmed across the clusters). Price is connected to warranty, as people have to pay this after the warranty does not cover the product anymore. 78% of the respondents check the warranty. There are multiple different options for what they do with it. Some keep all received information or look for all available warranty information, and actively look for, and are willing to pay for, extra warranty, as warranties reflect quality and trust. Some check it, when needed, but it can be very unclear, long, and/or difficult to understand. Of the 22% of respondents that does not check, some don't do this because they are not planning on repairing, they don't because it will not change the way they use the product, or because they trust the brand and legislation enough to expect at least 2 years of good warranty. It was also expressed that some people value durability or design over repairability, and the information around the service and repair options can be just as important.

Convenience, including time, location, and accessibility of spare parts was the second most important reason for or against repair. Expanding on section 5.3.5, there is a mixed preference for DIY, in store repair, or repair in a repair centre. This is based on what is easier, more sustainable, how much they want to involve themselves in the repair, and how professional specialists are. People also do not want to go without a headphone, so DIY, professional repair within a day or week, or receiving a back-up headphone are given as ways to minimize this pain. Some customers prioritize control and personalization, while others just want to send the product up and get it back without too much hassle.

Within these 'practical' factors, there is a lot of emotional value: paying for the worth of the product, wanting to keep control, letting go of control, attachment to the practical use of the product, and wanting to repair themselves because they want to learn more about the product. This underlines how intertwined the values are, and how both the practical and emotional side of the repair and maintenance service should be facilitated and communicated.

Desired repairs

As shown in section 5.3.5, most people are willing to replace a battery, cushion, or small part when it is not working anymore within and out of warranty. Noticeably, the wish to replace a battery even increases after 5 years (out of warranty) to 21% compared to after 2 years (within warranty). The wish to replace the casing with a different colour goes down after 5 years, which shows that people are willing to invest in practical problems, but not in aesthetic or emotional aspects after

the warranty has ended. After 5 years, people are also more prone to buying a new product if there is a better or newer product on the market.

These findings are consistent with the barriers and incentives, and show that people are willing to invest to increase their product's lifetime, but it needs to be for the right price and with the right service.

5.4.2 Persona-based service strategies

Based on the 4 value clusters, 4 different personas have been developed with different needs for the repair service (see next page).

5.5. Conclusion and insights

The survey confirms that while repair must ultimately be initiated by the user, it only happens when the right conditions are in place, practically and emotionally. B&O users care about quality, design, and durability, but their motivation to repair is shaped by more than just function. Price, convenience, and clarity are essential, but emotional factors like trust, control, and responsibility also play a major role, often without being explicitly acknowledged.

The four value-based personas reveal that motivations and needs around repair differ widely. Some users seek independence and excitement, others seek security and reliability, and some just want the simplest, least disruptive option. These differences show that one-size-fits-all services won't work: repair must be framed, communicated, and delivered in ways that connect to users' values and expectations.

Practical barriers still dominate, especially around cost, effort, and clarity, but many of these are tied to emotional needs: fairness, transparency, and care. The findings also show that users are willing to engage in repair, especially for functional issues like battery or cushion replacement, even more so after the warranty ends. However, emotional or aesthetic upgrades lose relevance over time, pointing to a shift in priorities.

Overall, this chapter highlights the importance of designing a repair service that balances both practical functionality and emotional meaning, one that feels accessible, worthwhile, and in line with what B&O users value. These insights will guide the development of a flexible, persona-aligned service that fits naturally within the B&O experience.

ETHICAL INNOVATOR

ALEX

"SUSTAINABILITY AND INNOVATION SHOULD GO HAND IN HAND. IF I CAN REPAIR IT EASILY AND ENJOY THE PROCESS, I'M IN!"



AGE 28
WORKS AT STARTUP
AMSTERDAM, NL
MASTER'S DEGREE TU DELFT

ACTIVELY TRIES TO WORK ON
CARBON FOOTPRINT, ENJOYS
TRAVELING, CREATIVITY, AND
NEW EXPERIENCES

TECH ENGAGEMENT

ENTHUSIAST ABOUT MODULAR AND CIRCULAR DESIGN, LOVES BRANDS THAT INNOVATE RESPONSIBLY

REPAIR BEHAVIOUR AND MINDSET

- BRANDS ALIGN WITH CIRCULAR ECONOMY AND TRANSPARENT SUSTAINABILITY EFFORTS
- INTERESTED IN MODERN REPAIR MODELS, LIKE MODULARITY, DIY, AND DIGITAL REPAIR GUIDES
- CONVENIENCE AND EXPERIENCE: REPAIR PROCESS SHOULD BE SMOOTH, ENGAGING AND REWARDING
- VALUES CRAFTSMANSHIP AND LONG-LASTING DESIGN, BUT DOESN'T CARE ABOUT LUXURY FOR LUXURY'S SAKE

CORE PERSONALITY AND VALUES

SELF-DIRECTION	●●●●●●
STIMULATION	●●●●●○
HEDONISM	●●●●●○
ACHIEVEMENT	●●●●●○
POWER	●●●○●○
SECURITY	●●●●●○
CONFORMITY	●●●○●○
TRADITION	●●●●●○
BENEVOLENCE	●●●●●●
UNIVERSALISM	●●●●●●

WHY WOULD ALEX REPAIR?

- ✓ TRANSPARENCY (PRICE, IMPACT, MATERIALS)
- ✓ CONVENIENCE (EASY, FAST, LOANER)
- ✓ ENGAGING AND EMPOWERING (DIY, INTERACTIVE, SMART)
- ✓ INCENTIVES TO REPAIR (DISCOUNTS, UPGRADES, PERKS)

WHAT WOULD STOP ALEX TO REPAIR?

- X RIGID & BUREAUCRATIC REPAIR POLICIES (NO FLEXIBILITY)
- X LACK OF DIGITAL SUPPORT (GUIDES, COMMUNICATION)
- X LUXURY TAX (UNNECESSARY PREMIUM PRICING)
- X EASIER TO REPLACE (FASTER, CHEAPER, MORE REWARDING)

Figure 27: Persona Ethical Innovator

URBAN JETSETTER

BAS

"I WANT TO EXPERIENCE LIFE TO THE FULLEST. IF REPAIR FITS MY FAST-PACED, DYNAMIC LIFESTYLE AND KEEPS MY GEAR IN TOP SHAPE, I'M ALL IN!"



AGE 30
WORKS AS INVESTOR
ROTTERDAM, NL
BUSINESS SCHOOL

LOVES TRAVEL, NIGHTLIFE,
SOCIALIZING, CONSTANTLY
EXPLORING NEW TRENDS, TECH,
AND EXPERIENCES

TECH ENGAGEMENT

EARLY ADOPTER OF NEW GADGETS, VALUES PERFORMANCE AND STYLE OVER LONGEVITY

REPAIR BEHAVIOUR AND MINDSET

- PROCESS SHOULD BE FAST, EASY, AND HASSLE-FREE
- NO EMOTIONAL ATTACHMENT - WON'T HESITATE TO UPDATE IF REPAIR IS EXPENSIVE OR SLOW
- STATUS AND IMAGE MATTER (HIGH-END SERVICE)
- DISLIKES BUREAUCRACY AND RULES (COMPLICATED)
- ENJOYS PREMIUM EXPERIENCES

CORE PERSONALITY AND VALUES

SELF-DIRECTION	●●●●●○
STIMULATION	●●●●●○
HEDONISM	●●●●●○
ACHIEVEMENT	●●●●●○
POWER	●●●●●○
SECURITY	●●●●●○
CONFORMITY	●●●○●○
TRADITION	●●●○●○
BENEVOLENCE	●●●●●○
UNIVERSALISM	●●●●●○

WHY WOULD BAS REPAIR?

- ✓ FAST, HASSLE-FREE SERVICE
- ✓ PREMIUM REPAIR EXPERIENCE
- ✓ SEAMLESS AND FAST PROCESS (ONLINE, WAITING TIME)
- ✓ REPAIR AS AN UPGRADE OPPORTUNITY
- ✓ SOCIAL APPEAL (EVENTS, VIP EXPERIENCE, PERSONALIZED)

WHAT WOULD STOP BAS TO REPAIR?

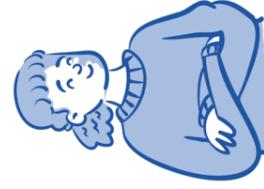
- X SLOW OR INCONVENIENT REPAIR
- X IF REPLACEMENT OFFERS BETTER VALUE
- X IF REPLACEMENT IS EASIER
- X LACK OF PREMIUM APPEAL
- X IF IT IS CLEAR HIS PRODUCT DOESN'T WORK AS IT SHOULD ANYMORE

Figure 28: Persona Urban Jetsetter

RESPONSIBLE GUARDIAN

EMMA

"I VALUE RELIABILITY AND FAIRNESS. IF REPAIR IS STRAIGHTFORWARD, ETHICAL, AND ENSURES MY PRODUCT LASTS, I'LL CHOOSE IT!"



AGE 26
WORKS AS POLICY ANALYST
BERLIN, DE
MASTER'S DEGREE

PREFERS STRUCTURE AND
RELIABILITY, READING,
COMMUNITY INVOLVEMENT AND
TIME IN NATURE

TECH ENGAGEMENT

USES TECHNOLOGY FOR PRACTICAL PURPOSES BUT ISN'T AN EARLY ADOPTER OR TECH ENTHUSIAST

REPAIR BEHAVIOUR AND MINDSET

- REPAIR BECAUSE IT IS FAIR, RESPONSIBLE, AND SUSTAINABLE
- PREFER REPAIR IF IT ENSURES LONG-TERM RELIABILITY
- PRACTICAL: WON'T ENGAGE IN REPAIR FOR FUN, BUT BECAUSE IT IS THE SENSIBLE CHOICE
- PROFESSIONAL RATHER THAN DIY
- TRANSPARENCY: FAIR, ACCESSIBLE, AND ALIGNED WITH SUSTAINABILITY VALUES

CORE PERSONALITY AND VALUES

SELF-DIRECTION	●●●●○○
STIMULATION	●●○○○○
HEDONISM	●●○○○○
ACHIEVEMENT	●●○○○○
POWER	●●○○○○
SECURITY	●●●●○○
CONFORMITY	●●●●○○
TRADITION	●●●●○○
BENEVOLENCE	●●●●○○
UNIVERSALISM	●●●●○○

WHY WOULD EMMA REPAIR?

- ✓ RELIABLE AND TRANSPARENT PROCESS
- ✓ ETHICAL AND SUSTAINABLE MESSAGING
- ✓ PROFESSIONAL SERVICE (B&O BRANDED)
- ✓ LONG-TERM DURABILITY AND WARRANTY (LONGEVITY)
- ✓ COMMUNITY DRIVEN OR SOCIALLY RESPONSIBLE REPAIR

WHAT WOULD STOP EMMA TO REPAIR?

- X EXPENSIVE AND UNCLEAR
- X AVOID SELF-REPAIR IF IT'S TOO COMPLICATED, UNCERTAIN, OR LACKS SUPPORT
- X INCONVENIENCE (LONG TIME, LACK OF SUPPORT, COMPLEX)
- X GREENWASHING OR LACK OF REAL IMPACT

Figure 29: Persona Responsible Guardian

RATIONAL CUSTOMER

VIBEKE

"I DON'T CARE ABOUT BRANDS OR BIG STATEMENTS - IF REPAIR IS SIMPLE, LOGICAL, AND WORTH IT, I'LL CONSIDER IT!"



AGE 31
WORKS IN IT SUPPORT
COPENHAGEN, DK
COMPUTER SCIENCE

LOW-MAINTENANCE, VALUES
FUNCTIONALITY OVER
AESTHETICS, AND PRACTICAL
SOLUTIONS

TECH ENGAGEMENT

USES TECH FOR WORK AND DAILY LIFE, BUT DOESN'T CARE TRENDS OR BRAND LOYALTY

REPAIR BEHAVIOUR AND MINDSET

- LOGIC (REPAIR IF IT IS COST-EFFECTIVE AND HASSLE-FREE)
- NOT BRAND-LOYAL (DOESN'T CARE ABOUT EXCLUSIVITY)
- REPAIR OUT OF PRACTICALITY, NOT SUSTAINABILITY
- LOW-EFFORT SOLUTIONS
- WON'T PUT IN EFFORT UNLESS IT IS THE CHEAPEST OPTION
- HAS TO KNOW IT IS AN OPTION WITHOUT TOO MUCH RESEARCH

CORE PERSONALITY AND VALUES

SELF-DIRECTION	●●●●○○
STIMULATION	●●●●○○
HEDONISM	●●●●○○
ACHIEVEMENT	●●○○○○
POWER	●●○○○○
SECURITY	●●●●○○
CONFORMITY	●●○○○○
TRADITION	●●●●○○
BENEVOLENCE	●●●●○○
UNIVERSALISM	●●●●○○

WHY WOULD VIBEKE REPAIR?

- ✓ FAST, NO-NONSENSE REPAIR (CLEAR PRICING, NO HASSLE)
- ✓ GOOD PRICE-TO-VALUE RATIO (CHEAPER THAN REPLACEMENT)
- ✓ LOCAL OR EASY ACCESS TO REPAIR
- ✓ SUBSCRIPTION OR DISCOUNTED REPAIR

WHAT WOULD STOP VIBEKE TO REPAIR?

- X EXPENSIVE RELATIVE TO REPLACEMENT
- X REQUIRES TOO MUCH EFFORT
- X IF THERE IS A FUNCTIONAL ALTERNATIVE
- X STORYTELLING ABOUT SUSTAINABILITY

Figure 30: Rational Customer

6. CONCLUSION ANALYSIS

In this chapter, the findings of the analysis are discussed by combining the different insights in one structure, which results in a list of requirements, and a vision for the ideation phase.

6.1. Barriers and incentives

The research shows that while users are increasingly open to repair, their willingness to take action is heavily shaped by the brand's ecosystem and communication. There's a clear connection between what the company does, or fails to do, and what customers experience as either a barrier or an incentive.

Most of the customer-side barriers identified in the survey reflect gaps on the company side. For example, users often cite high repair costs, long waiting times, or unclear processes as reasons not to repair. These are not individual limitations, but symptoms of a system that doesn't yet fully support or prioritize repair, especially for smaller products like headphones. In contrast, when users are given tools, clarity, and confidence, they are much more likely to repair. This confirms that practical ability is mostly a company responsibility, while emotional motivation is where the user is more active.

Similarly, incentives are shared across both sides, but they aren't always activated. Customers show

a willingness to repair when it protects their investment, offers convenience, or aligns with personal values like responsibility, trust, and pride. B&O as a brand stands for longevity, quality, and craftsmanship, all of which could reinforce those emotional incentives. But currently, repair isn't framed or communicated in a way that makes it feel aspirational or natural. It remains invisible, inconsistent, or positioned as a last resort.

There's also a mismatch between expectations and experience. Users expect B&O to offer premium support and transparency, especially given the price and perceived quality of the product. But when post-warranty support is unclear, or when services like DIY repair or modular upgrades are hard to access, this weakens trust and undermines the emotional relationship users have with the brand.

In short, repair behaviour is not just a personal choice, it's co-shaped by the system around it. If the company fails to provide accessible options, users will default to replacement. But if the brand clearly communicates that repair is part of the

ownership experience, one that reflects care, pride, and design quality, then emotional and practical incentives align, and users are far more likely to engage.

For B&O, this means that future services must not only address functional needs like pricing and turnaround time, but also create an emotional and strategic fit with the brand. The service must be framed in a way that resonates with different customer values and behaviours, especially across the value-based personas identified in the survey. Repair shouldn't just be possible, it should feel natural, rewarding, and worthy of the product itself.

6.2. Drivers and values

Understanding the values and motivation behind consumer behaviour will help understand how the communication and emotional incentives should be shaped. Based on the identified luxury drivers, linked to the value theory, and finally interpreted from the survey (chapter 3 and 5), four personas were created (see section 5.4.2).

Ethical Innovator

This persona is motivated by self-direction, stimulation, and universalism. They care about sustainability, exploration, and making conscious, independent choices. The type of luxury they're drawn to is psychological, they're not buying status, but an experience that reflects who they are and how they want to live.

Repair, for them, is an extension of those values. It offers a chance to act sustainably, learn something new, and feel proud of extending the life of a product they love. They are highly open to repair, especially when it feels empowering, modular, or creatively engaging. However, if the service feels dull, overly technical, or inflexible, they will quickly lose interest.

Urban Jetsetter

The Urban Jetsetter values achievement, hedonism, power, and self-direction. Their purchases are tied to self-image, lifestyle, and status. Their core luxury driver is social, they use products to project success, style, and exclusivity.

Because of this, repair is only attractive if it enhances or maintains their image. This persona is less likely to repair unless the experience itself is fast, premium, and exclusive, something that feels like a VIP service rather than a practical chore. They are quick to replace a product if something

newer or better comes along. Repair must match their pace and status to feel worthwhile.

Responsible Guardian

This persona is grounded in security, universalism, and humility. They are responsible, value long-term investment, and care about doing what's right. Their preferred form of luxury is structural, quality materials, durability, trust in craftsmanship, and value for money.

They are very likely to repair, but only if the service is reliable, accessible, and fair. They don't need emotional storytelling, they need transparency, reassurance, and a smooth process. This persona values the product itself and sees repair as a natural way to protect and preserve it over time.

Rational Customer

The Rational Customer doesn't show strong emotional alignment with any one value, but leans toward practicality, self-direction, and ease. Their luxury driver is also psychological, but rooted in functionality and peace of mind rather than identity or emotion.

They are willing to repair if it's easy, clearly explained, and feels like the logical choice. They're not seeking a deeper connection or status experience, they just want something that works and doesn't waste time. If repair is too complex, too hidden, or too expensive, they'll drop it and move on.

6.2.1 Conclusion

Each persona demonstrates that repair is not a one-size-fits-all behaviour. It's shaped by the user's values and the type of luxury they care about, whether that's inner satisfaction, outward image, long-term reliability, or logical convenience.

What we learn from this is that barriers and incentives aren't isolated, they're value-specific (as shown in Table 1). Emotional drivers like pride or guilt will work for some, while others are triggered by ease, reputation, or a sense of investment. The same repair service might appeal to one persona and completely miss another, depending on how it's framed, delivered, and communicated.

Designing a successful repair service for B&O means looking beyond functionality. It means creating flexible, value-aligned experiences where different users can see themselves, whether they care about sustainability, image, investment, or simplicity. These personas offer the starting point for that tailored approach.

Barrier	Customer	Company
Practical	Repairs feel too expensive, slow, or inconvenient	Limited repair options, unclear pricing, and slow logistics
Emotional incentives	Users feel pride, care, and responsibility, but these are rarely triggered	Brand doesn't frame repair as meaningful or aspirational
Default to replacement	Users feel unsupported when the only option is to replace	Company defaults to replacement, especially post-warranty
Service clarity	Repair options and warranty details are often unclear or forgotten	Inconsistent communication across channels and touchpoints
Repair infrastructure	Users are willing to repair but lack the tools, access, or guidance	Service model doesn't fully support modular products or repair variety
Shared responsibility	Users expect support, but also want autonomy and clarity	Unclear division of responsibility between company and user

Table 8: Barriers customer compared to company

Incentive	Customer	Company
Emotional connection	Users feel attachment and care for their products, but this is rarely acknowledged or supported by the brand	B&O communicates emotional value in product marketing but doesn't extend this to repair services
Sustainability alignment	Some users are motivated by sustainability, but repair is not framed as a sustainable action	Sustainability is part of B&O's brand story, but not strongly tied to repair communication or action
Trust and loyalty	Users trust the brand's quality, but the repair service does not consistently reinforce this trust post-warranty	Brand loyalty is strong, but limited transparency and support post-warranty weakens long-term trust
Customer autonomy	Some users want control and DIY options, but these are not always available or clearly supported	Product modularity exists (e.g., H100), but guidance and infrastructure for customer autonomy are underdeveloped

Table 9: Incentives customer compared to company

6.3. Focus

6.3.1 Persona

For the ideation phase, the focus will be on the Ethical Innovator and the Urban Jetsetter personas. While they share some values, they come from very different mindsets, which shapes how they experience and evaluate services. These two personas are not only the most contrasting, but also represent B&O's future focus target groups. By designing with both in mind, the result will be a well-rounded ecosystem that is flexible, engaging, and able to meet a wide range of user needs. Maintenance should include repair actions, but should not feel as repair.

The values that they share include:

- Self-direction: own thoughts and choices, do thing due to own ideas, independent
- Achievement: personal success through social standards (ability and success), could also be sustainability
- Stimulation: excitement, experience; have a nice experience they can learn from
- Humility (humble): respect for culture, not for tradition
- Hedonism: pleasure, good time; enjoyment and the pleasure that make life feel more fulfilling

The values that are unique to the ethical innovator include:

- Universalism: protect the environment and people, sustainable choices
- Benevolence: keep relationships, loyalty, responsibility (to brand?)
- The values that are unique to the urban jetsetter include:
- Security: safety and stability, control and keep investment

Power: social status and prestige, and control over people and resources

This results in the following barriers and incentives becoming more important to tackle and utilize. Even though there is overlap, they materialize different for both personas.

Ethical Innovator

Emotional factors:

- Attachment: personal connection to the product by taking care of it
- Trust: ethical and transparent business practices
- Awareness: sustainability is important
- Obsolescence: product still functions

satisfyingly, opportunity for innovation and excitement

- External influence: peer norms influence repair behaviour
- Aesthetics: reflects personal taste and creative identity
- Motivation: exploration and self-direction

Practical factors:

- Access: enables sustainable behaviour, autonomy, and exploration
- Information: transparency supports trust and informed, responsible decisions, in addition to knowing all possibilities
- Design: know where the parts come from, spare parts and modularity improves repair
- Obstruction: blocking repair limits freedom and responsible ownership.

Urban Jetsetter

Emotional factors:

Obsolescence: Wanting the newest and best product, with an option for innovation and upgrading

- Aesthetics: beautiful products enhance self-image, and reflects personal taste
- External influence: peer norms influence status and social image
- Motivation: pride and fulfilment link to personal achievement and success

Practical factors:

- Price of repair: expect effortless ownership
- Effort: hassle is unacceptable
- Exclusivity: maintain exclusivity and status
- Access: autonomy
- Information: knowing the options
- Obstruction: blocking repair limits freedom and responsible ownership.

6.3.2 Vision

Based on all the findings, the solution will focus on making maintenance and minor repair a natural part of the ownership experience, something users engage in not out of necessity, but as a familiar and valued routine. The goal is to strengthen the connection between product life-extending actions and the emotional and functional value of owning a B&O headphone. To achieve this, the responsibility should not rest solely on the user. Instead, B&O must take an active role in guiding, reminding, and supporting users throughout the journey, proactively offering help, options, and motivation at the right moments.

Because the target personas, the Ethical Innovator and Urban Jetsetter, have very different values, motivations, and expectations, the solution must allow for personalization in both service and communication. While one user might want to explore DIY options and see their impact, another might only engage if the experience is seamless, premium, and image-enhancing. Flexibility is key: the system should adapt to user preferences, making care and maintenance feel easy, relevant, and emotionally aligned, regardless of mindset or motivation.

6.4. Requirements

The requirements were identified using and combining the insights from the introduction and part 1. They will help with selecting the right concept for further development. They were combined and categorised, resulting in the following list:

Brand and identity alignment

- R1. The solution should make repair feel just as premium and intentional as the ownership experience.
- R2. The solution should reflect Bang & Olufsen's craftsmanship and brand tone across all service levels.
- R3. Communication should be consistent across physical and digital touchpoints.

Sustainability

- R4. The solution should encourage repair instead of replacement, even after the warranty ends.
- R5. Repair should be framed as a meaningful, responsible action that aligns with B&O's environmental values.
- R6. It should support long-term use, both functionally and aesthetically.

Communication and transparency

- R7. The value, cost, and options for repair should be clearly communicated throughout the product's life.
- R8. Information like warranty coverage and timeliness should be easy to access and understand.
- R9. The tone of communication should be flexible, adapting to different user preferences and levels of involvement.
- R10. Users should be able to choose between hands-on DIY or effortless premium service.
- R11. Personalization based on user preferences, tone, and lifestyle should be supported.

User alignment

- R12. The solution should reflect the values and expectations of the new generation of users: choice, flexibility, and everyday integration.
- R13. Repair and care should be easy to fit into daily life, not something users avoid or forget.
- R14. For ethical innovators, the process should feel enriching, transparent, emotionally engaging, and aligning with responsible ownership.
- R15. For urban jetsetters, the experience should remain premium: low-effort, high-quality, and optionally upgradable, while giving them control and confidence.

Product-service system

- R16. The solution should offer flexible, low-effort service options that feel worth it.
- R17. Repair should be accessible and convenient, fitting into users' routines.
- R18. Maintenance should be integrated into the ownership experience, not just something that happens when things break.
- R19. The system should scale across product types and repair complexities, with multiple service paths (e.g., DIY, in-store, service centre), depending on user needs.

7. IDEATION

This chapter describes the process of translating insights into potential directions for B&O's care and repair service. Using a structured approach that included How-Might-We questions, brainstorm sessions with both users and experts, and iterative concept development, multiple ideas were explored. These ideas were assessed through the lens of user needs, brand alignment, and feasibility, eventually leading to a final concept that balances luxury, ease, and emotional value.

7.2. Concepts round 1

7.2.1 Change the headphone design

Especially for the customers that are interested in simple repair options, a new headphone model can be introduced, with high modularity, making it easier for the customer or the store to repair the product quickly and easily.

Vision: Redefines luxury headphones by embedding repairability into the core design, not as a compromise, but as a feature of refinement. Whether done personally at home or together with a store specialist, repair becomes a premium, supported, and seamless experience. It's care, elevated.

Core concept: A modular headphone system, with clear visual prompts and cues, which makes it easier for the user and store staff to disassemble and repair it with precision and ease. A smart headphone stand can diagnose the headphone, in addition to stores offering local support for those who prefer a hands-off but still immediate premium experience.

Key features:

- Every component is a clearly defined, removable module
- Modules can be ordered and are sent in luxury, high-end packaging
- Guided disassembly through engraved arrows, magnetic alignment, and screws
- DIY repair with step-by-step support
- Store staff can perform same-day in-store repairs
- Headphone stand that supports charging and diagnostics, sensing systemware, battery use, and sensor drift
- App extension including communication with stand for diagnostics and guides, recommendations, or store repair booking

User journeys:

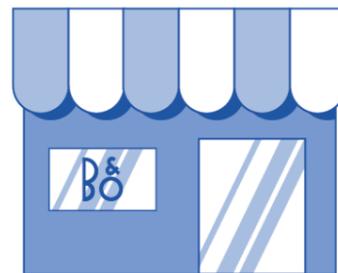
- Guided, at home DIY: a repair is needed, the app offers tutorials and guides for each repair step, spare parts are easily ordered, user can easily calibrate sensors, change cushions, or replace modules in minutes. It feels like a ritual, not a chore, for those who want to connect with what they own
- Assisted, in store repair: Trained staff uses same cues, guides, and app to perform on-site repairs, so most issues can be resolved without sending the product to a repair centre. While-you-wait service, in a premium environment.



REMOVABLE MODULES



GUIDED DISASSEMBLY



SAME DAY, WHITE GLOVE STORE REPAIR



SMART HEADPHONE STAND

Figure 32: Concept 1

7.2.2 Change the user journey

In order to inspire customers to repair their product when necessary, small reminders are introduced during the user journey, by making care a luxurious, personalized experience.

Vision: Care and repair become an emotionally rewarding part of ownership, building loyalty, extending product life, and strengthening B&O's sustainability image.

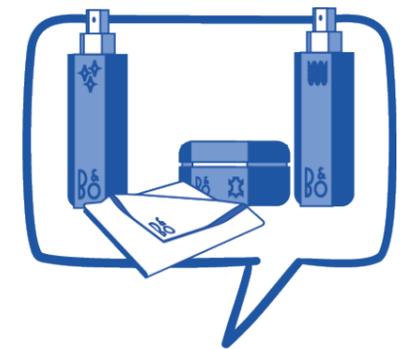
Core concept: The integration of care and repair touchpoints throughout the ownership experience. Every customer interaction, like app reminders, care tips, store advice, and repair kits, is guided by personalization, transparency, and premium support.

Key features:

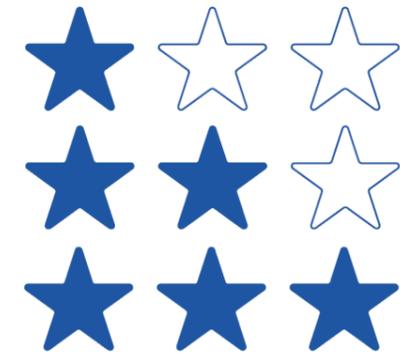
- Users define tone, channel, and involvement level through the app
- Smart recommendations based on product use, lifestyle, and preferences
- Transparent insights into warranty, pricing, and options
- Three-tiered repair channels: level 1 (everyday care and minor fixes, supported by care kits and app guidance), level 2 (in-store check-ups, advice, and quick repairs), and level 3 (repair centre complex repairs, with full transparency and real-time updates)
- Maintenance becomes care, with care kits in premium packaging, care tips, and check-ups (in-app and in-store)
- App stores purchase receipts, warranty, and repair receipts

User journeys:

- Independent, care-oriented owner: uses the app, receives monthly care reminders and yearly check-up suggestions, orders care-kit, performs simple cleaning and maintenance at home using guides
- Service-loving audiophile: visits store annually for product-check-up and possible small repairs if necessary, uses app only for tracking service history and warranty information
- Hands-off premium user: when product fails, receives app alert and books pick-up for repair centre, tracks repair status and estimated return in app, receives product back, repaired, recalibrated and cleaned, with follow-up tip for care



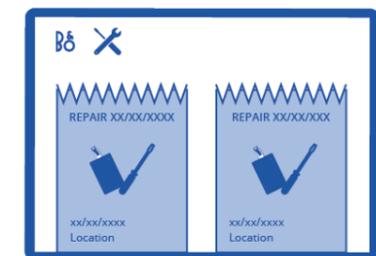
SMART RECOMMENDATIONS



3 TIERED REPAIR CHANNELS



MAINTENANCE BECOMES CARE



RECEIPTS IN THE APP

Figure 33: Concept 2

7.2.3 Improve the repair service

Transform repair into an expected, valued, and seamless part of product ownership, integrated into pricing, normalized communication, and elevated through service.

Vision: Make repair so natural, respectful, and proudly supported that choosing anything other than B&O feels like a downgrade. From the moment of purchase, customers know their product will be cared for.

Core concept: Redefine the repair journey from reactive to proactive. Customers are supported with free wear-part replacements, shame-free warranty interactions, set pricing, fast logistics, and clear decision-making tools. The service is emotionally reassuring and transparent.

Key features:

- Product price includes one free battery and cushion replacement
- Warranty covers normal wear and tear, with language that reflects that
- All repairs are treated with care, with staff explaining likely cause, repair steps, and tips for future prevention
- Chat feature, where customers can inquire about whether their repair is worth doing, or what the best plan of action is to repair it
- Influencer stores and campaigns celebrating customers who repair, make it aspirational
- Smart suggestions based on product serial number, if a customer looks to buy a new product, prompt: "your current one can also be repaired, here's what's possible"
- Flat-rate pricing per repair type
- Customer receives packaging to ship product to repair centre
- Direct swap service option: walk in, get a refurbished version on the spot, yours gets repaired and returns to inventory
- Repair day events

User journeys:

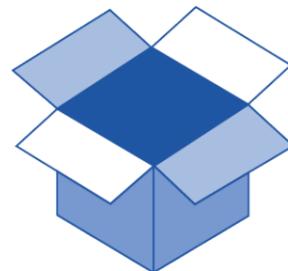
- Assisted store repair: Notices a minor issue, books an in-store visit via the app. Staff performs a same-day fix with a coffee and care while she waits. It's smooth, stylish, and done in under an hour.[add visual]
- Guided at-home DIY: App alerts him of battery wear. Orders the free replacement, follows the tutorial, swaps the part with pride. Logs it in his care dashboard—repair becomes a meaningful act of ownership.



1 FREE BATTERY AND CUSHION REPLACEMENT



CHAT ABOUT REPAIR OPTIONS



RECEIVE PACKAGING AND LABEL FOR SHIPPING



SWAP WITH REFERBISHED INSTEAD OF REPAIR

Figure 34: Concept 3

7.3. Concept choice

7.3.1 Requirements

When comparing the three concepts based on the requirements (appendix 11), it shows that concept 2 is the strongest (scoring 34/38), with concept 1 and 2 in a tie (23/38).

In terms of brand and identity alignment, concept 3 is strongest, due to its luxury positioning, with concept 2 following due to clear communication and wide-spread options, and concept 1 scoring lowest due to the DIY aspect.

With sustainability, all concepts score maximum points, as all encourage repair even after warranty, it is positioned as meaningful and responsible, and it supports long-term use of the product.

In the category *communication and transparency*, concept 2 scores highest again, with clear overviews and structures around care and repair, and personalisation of communication. Concept 1 scores lower because of no defined communication. Concept 3 scores lowest due to the fact that there are limited options available for repair, though the communication is strong by having the personal contact point available.

In terms of user alignment, concept 2 has the most variety in options and fits best in every day life, followed by concepts 1 and 3, which both fit one persona more than the other.

The product service system itself is strongest in concept 2 as well, as it is accessible, convenient, and maintenance is a clear part of the solution. Concept 1 is similar, but slightly more constrictive in options, even though that also makes it clearer. Concept 3 scores lowest as maintenance is not a focus, though it is very convenient and easy.

7.3.2 Personas

Based on the requirements, concept 2 was a clear winner (appendix 12). In contrast, based on the ethical innovator (Alex) and the urban jetsetter (Bas), concept 1 and 2 both scored high (respectively 31/42 and 34/42), where concept 3 was weakest (24/42).

For the ethical innovator, emotionally, concept 1 and 2 are similar, as they both support a better attachment, makes sure the products stays up to date, personal taste, and self-direction. Concept 3 is less focused on creativity, and more on sustainability and transparency.

Practically, for the ethical innovator, all concepts support access, transparent information on decisions, design information, and they do not obstruct from repair.

For the urban jetsetter, the emotional factors are strongest for concept 1, which supports upgrades, self-image, personal taste, and can be influenced by surroundings, scores highest. Concept 2 doesn't support upgrades as much, but does offer the freedom to get repairs or small changes in different ways. Concept 3 scores lowest, as it focuses on repair, and not care and upgrades.

The practical factors for the urban jetsetter score highest for concept 3, with its clear, luxurious and supported repair ecosystem, resulting in the most effortless ownership experience, least hassle, and exclusivity. Concept 2 scores second, because even though it does support minor DIY repairs, it still offers a strong ecosystem with multiple repair options. Concept 1 scores lowest as it focuses on the modular headphone, with DIY options at home or in-store, which makes it a bit more of a hassle to repair, and does not feel as exclusive and luxurious as the other concepts.

7.3.3 C-box

With a new service at B&O, that needs to fit the new generation, the concept should challenge B&O's current positioning, while staying true to the core. Plotting the concepts in a C-box, based on the comparison of the concepts based on the requirements and the personas, concept 2 fits the brand and the two personas most, while challenging the current ecosystem.

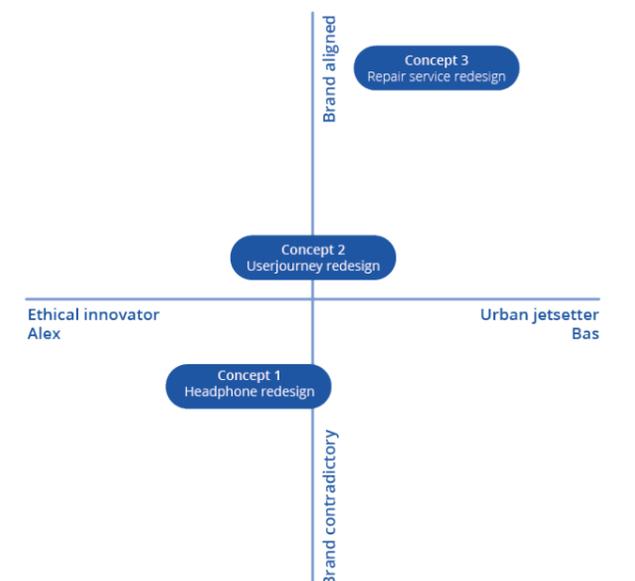


Figure 35: C-box concepts round 1

7.3.4 Conclusion and insights

All three concepts address both the ethical innovator and the urban jetsetter, but in different ways. Concept 1 appeals to the ethical innovator through its DIY modularity and sense of ownership, while also offering fast in-store fixes that suit the urban jetsetter's need for convenience. Concept 3 delivers a smooth, consistent repair experience that aligns with luxury expectations, offering ease and trust for both personas, though with less emphasis on emotional engagement or behavioral change.

Concept 2, by contrast, brings together the strengths of both: it supports DIY and proactive care for the ethical innovator, while offering seamless, premium options for the urban jetsetter. It fits the strategic scope of this project, focusing on service innovation and behavior change, and introduces personalized, emotionally resonant care touchpoints throughout the customer journey. Most importantly, it challenges and enriches B&O's existing ecosystem, aligning with core brand values while meeting the expectations of a new generation of users.

7.4. Concepts round 2

Based on the concept choice in chapter 7.4, four new concepts were developed to explore how hands-on the customer could be through the customer journey. They range from more DIY oriented to very luxury.

7.4.1 Concept 1: DIY

“Because great sound deserves great care, by you.”

Care-level DIY is not just possible, it is designed, taught, and celebrated. The customer receives tools, guidance, and confidence to make the product last and to feel proud doing it, creating a deeper emotional connection with their product.

Focus

Empower and inspire customers to maintain and repair their own product through education, community, and tools. Make care-level DIY a premium, accessible, and even social experience, designed, supported, and celebrated by B&O.

Key features

The focus of this concept is on level 1 repair, with extended care-level DIY options for certified customers, who can connect to and help other customers through the community program. They get certified for different kinds of repair.

Level 2 focuses on teaching the interested

customers how to repair, with workshops, dismantling demo units, and educational diagnostics.

Level 3 repairs are always available for the more complex repairs.

In terms of tools, customers can purchase special repair kits for specific problems, with matching tutorials, branded spare parts, and care guides. Online, they can access video and audio guides, drawings, and PDF's on request. Also, they can always receive real-time help or tailored instructions from a B&O employee.

Support is given by giving the customer certifications, the B&O repair community where they can help each other, and DIY support.

In general, advertisement will focus on #fixedmyb&o, where people will share repair experiences on social media, normalizing repair. Series of videos can be introduced, explaining how to repair a B&O product.

Value proposition

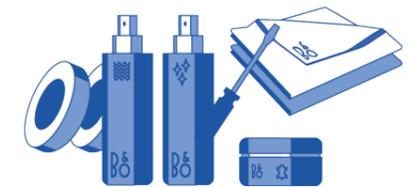
User value:

For the ethical innovator (Alex), care-level DIY offers a sense of empowerment through knowledge and hands-on action. They gain access to high-quality tools, guides, and tutorials that make repair feel intentional and rewarding. In-store workshops and certifications allow them to grow their skills and connect with like-minded users. Most importantly, they feel proud to extend the life of their product in a way that reflects both innovation and sustainability.

For the urban jetsetter (Bas), care-level DIY is less about doing the repair themselves and more about having trusted people do it for them, whether that's in-store experts, certified community members, or stylish events where repair is part of the experience. Branded care kits and beautifully designed guides still match their aesthetic and lifestyle. They enjoy the emotional satisfaction of keeping their product in top shape, without the hassle. Occasional social repair gatherings allow them to stay connected to a modern ownership culture, without ever picking up a tool.

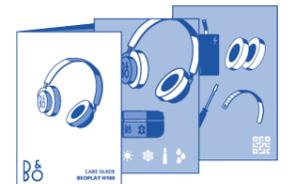
Professional value:

This concept enhances B&O's brand by turning repair into a premium, experience-driven service that deepens customer engagement. By offering educational tools, certifications, and community-driven support, it builds long-term trust and advocacy.



EARN REPAIR CERTIFICATES, AND HELP YOUR PEERS

CARE AND REPAIR KITS AVAILABLE



EARN CERTIFICATIONS WITH WORKSHOPS, REPAIRS, ETC.

WATCH AND/OR MAKE TUTORIALS FOR DIY REPAIRS

STORE FOCUSES ON TEACHING AND SUPPORT

CARE AND REPAIR GUIDES HELP TO SHOW WHAT TO DO, AND HOW

Figure 36: Concept 1

Financial value:

B&O can generate revenue through premium care and repair kits, paid in-store workshops or events, and branded spare parts sold online and in-store. Exclusive content or certifications could be offered as value-added services. Additionally, creating a stylish care ecosystem encourages longer product lifespans, increasing customer loyalty and repeat purchases.

Risk management:

Key risks include some users feeling overwhelmed or uninterested in DIY, which could conflict with B&O's effortless luxury image. There's also a risk of improper repairs leading to damage or increased support pressure. To mitigate this, DIY must remain optional, beautifully guided, and fully supported, with clear boundaries, professional alternatives, and consistent in-store execution.

7.4.2 Concept 2: Care

"This product was made to last. Let's care for it together."

Taking care of your product is part of the owning experience, elongating the product life, and strengthening the emotional connection. Care and repair is not just a fix, but an act of care.

Focus

Promotes care (maintenance) as a core ownership ritual, by making it accessible and habitual: it is not a chore, it is part of the experience. Repair becomes a natural extension of care.

Key features

For this concept, the focus is on care and support that can be given in every level of the repair ecosystem. Level 1 focuses on care-level DIY, that is limited to small things, like cleaning, quick check-ups, and changing easily exchangeable parts. With the help of care guides and kits, app-support, and support in the store, the customer can make it part of their routine.

Level 2 focuses on support with diagnostics and care, and slightly more complex repairs that doesn't need a lot of training. Also, in store the staff can help with requesting repairs for level 3. There can be a user-friendly kiosk or care station where customer can plug in their product and get a basic check-up.

Level 3 repair prefaces with a pre-diagnostics filled in by the customer, with the data from a short diagnostics run in the app and a short description of symptoms, after which the product

can be send to the repair centre.

Tools includes a small B&O care kit, which contains earpad cleaner, leather treatment, small brush, and microfiber cloth. In addition, a coffee-table quality care guide with tips, what not to do, etc. can be included.

Support mainly comes from the app, with a care logbook, tracking repairs, upgrades, product insights, and care reminders.

In general, advertisement will come through general tips (3 ways to protect your battery, why keeping your case clean matters, etc.), separate care-kits on the website, and exclusive repair stations at exclusive events like F1, with ambassadors doing interviews.

Value proposition

User value:

For the ethical innovator, this concept makes sustainable living feel easy and purposeful. Simple routines like cleaning, logging care in the app, or swapping parts reduce waste and express their values in everyday actions. Clear instructions and branded tools build trust and confidence, while being part of a system that values longevity brings a quiet pride, showing that luxury can be ethical and enduring.

For the urban jetsetter, the concept offers effortless, stylish upkeep that fits a fast-paced lifestyle. App nudges, elegant care kits, and in-store services keep products pristine without hassle. With smart tracking and adaptive support, maintenance becomes a premium experience, reinforcing their sense of control, exclusivity, and refined taste.

Professional value:

This concept reinforces B&O's identity as a modern, responsible luxury brand by integrating care into the ownership experience in an elegant, non-intrusive way. Care-level DIY subtly communicates durability without compromising exclusivity, while in-store Care Stations elevate maintenance to a premium, trust-building touchpoint. By blending sustainability with craftsmanship and service, B&O turns product care into a refined brand experience, making longevity feel like a feature, not a trade-off.

Financial value:

This concept opens new revenue streams for B&O through the sale of branded DIY Care Kits, premium guides, and spare parts. Complimentary kits at purchase encourage early engagement with product care, increasing the likelihood

of future refill or upgrade purchases. Selling modular components, like ear cushions or limited-edition parts, supports both longevity and personalization, turning maintenance into an aspirational add-on rather than a necessity.

Risk management:

While the concept supports engagement and sustainability, it risks feeling too demanding for users seeking effortless luxury. Inconsistent execution could weaken B&O's premium image, and operational demands like staff training and



Figure 37: Concept 2

spare parts add complexity. To manage this, care should remain optional, intuitive, and always aligned with B&O's values of quality, longevity, and design.

7.4.3 Concept 3: With you

“B&O still with you”

Still with you, repair isn't a setback, it's part of the journey. With B&O, you don't just own a product, you care for it, upgrade it, and grow with it. Celebrate longevity, personalization, and conscious ownership.

Still with you, repair isn't a setback, it's part of the journey. With B&O, you don't just own a product, you care for it, upgrade it, and grow with it. Celebrate longevity, personalization, and conscious ownership.

Focus

Extending product life through proactive, stylish, and humanized care. Turn repair into a premium, positive experience, from the sales phase through to years of ownership.

Key features

For the third concept, level 1 focuses on the normal care, with support from the care kits and guides. They can receive notifications before parts break, with recommendations on how to maintain it, and a sustainability metrics in the app.

Level 2 offers assistance with problems and advice on how to take care of it. Also, customers can do DIY care and repair in store, with staff to supervise.

Level 3 repairs can be requested in the app, where the serial number is automatically linked, and the customer can send logs, pictures, and a description of the problem. Extra options are given to the customer during the repair process, where they can opt for upgrades, restyling, or personalization during the repair. Afterwards, the product is sent back in premium packaging, with a thank-you note and small gift.

In addition to the three levels, customers can use a yearly check-in and refresh service, for which B&O actively reaches out. After repair, they can enjoy a monthly or yearly subscription of unlimited repair consultation (free) and repair discount.

Advertisements focuses on sending the message 'these products can last for this long', with stories, and a wall of fame.

Value proposition

User value:

For the ethical innovator, this concept makes long-term, conscious ownership feel effortless and empowering. With care reminders, end-of-warranty check-ups, and transparent sustainability impact, they can maintain their product in a way that aligns with their values. The flexibility to choose between DIY and professional service, combined with clear guidance and the “B&O Still With You” initiative, reinforces a sense of ethical responsibility and lasting connection to the brand.

For the urban jetsetter, the concept offers premium, low-effort peace of mind. Flat-fee repairs, remote diagnostics, and smart reminders make care feel seamless and stress-free. With sleek packaging, app control, and personalized service options, repair becomes part of a curated ownership experience, that fits their lifestyle and enhances their identity.

Professional value:

This concept strengthens B&O's position as a forward-thinking luxury brand by turning care and repair into a premium, lifelong experience. From personalized communication to stylish tools and in-store support, it elevates post-purchase service and shows lasting commitment beyond the warranty. The “B&O Still With You” mindset reinforces trust, loyalty, and engagement, keeping customers connected to the brand over time.

Financial value:

This concept generates revenue through care kits, spare parts, and personalized repair services, while subscriptions and refresh services create recurring income.

Risk management:

While the concept offers strong long-term value, it brings risks like feature underuse, increased operational complexity, and potential tone mismatch if care feels too technical. Scaling personalized service and after-warranty support adds cost, and limited adoption of paid services could impact financial returns.



Figure 38: Concept 3

7.4.4 Concept 4: Control

“Your headphone, your journey”

Luxury repair. On your terms. Repair shouldn't feel like a setback; it should feel like care. With B&O, repair is fast, beautiful, transparent, and personal, just like the product itself. The customer stays in control. B&O stay with them. Because true luxury doesn't end at purchase, it lives on.

Focus

Luxury, control, and transparency in the repair journey, making it feel as premium, personal, and effortless as the original purchase. Reframe repair as a luxury service experience that is visible, trackable, customizable, and deeply human.

Key features

With the last concept, level 1 only consists of the current wear-and-tear replacement of cushions, and cleaning. A small care kit (small wipes) are still included.

Level 2 inspires customer to come to the store, where they will be welcomed with a cup of coffee, care, and conversation. They offer free check-ups, cleaning, and co-creation of a care plan tailored to your lifestyle.

Level 3 repair can be requested in the app, where the serial number is automatically linked, and the customer can send logs, pictures, and a description of the problem. VIP repair services (extra costly) with fast-tracking, premium services, and exclusive perks can be chosen as well.

The customer controls the decisions, they will receive a quote for the repair with a number of solutions, after which they can choose their favourite. Afterwards, they will receive a repair report with the parts replaced and care tip to prevent future issues.

Value proposition

User value:

For the ethical innovator, the concept supports conscious ownership with accessible care tools, transparent impact insights, and lasting brand trust, even after the warranty ends. Thoughtful touches, like technician notes and in-store interactions, make repair feel personal and meaningful.

For the urban jetsetter, it offers premium, effortless service with full control over how and when care happens. Personalized updates and high-touch support create a tailored experience, while in-store hospitality gives them a reason to

return beyond just repairs.

Professional value:

This concept highlights B&O's commitment to long-term product and customer care by making repair a visible, thoughtfully designed part of the brand experience. With personal tracking, in-store care, and meaningful communication, it reinforces B&O's identity as a premium, forward-thinking brand that values quality, transparency, and lasting relationships.

Financial value:

This concept expands B&O's revenue potential through premium repair services, personalized care kits, and support subscriptions. Transparent pricing and a clear repair journey build trust and help reduce costly returns or replacements over time.

Risk management:

While the concept adds emotional depth and personalization, not all users will engage with it, some may find it unnecessary or overwhelming. Higher expectations make it harder to deliver a consistent premium experience across channels, and personalized services add operational complexity. If adoption of features like gifting or VIP repair is low, financial return may fall short.

7.5. Selecting final concept

7.5.1 Requirements

To assess how well each concept meets the strategic design requirements, a Harris profile was used to compare their performance across 19 criteria (see appendix 13). The analysis reveals that the foundation of the overall design direction is strong, with all concepts collectively covering 34 out of 38 possible points.

Concept 2: “Care” emerged as the strongest overall, scoring 31 out of 38, closely followed by Concept 3: “With You” with 29 out of 38. These two concepts align most closely with the intended vision, especially in how they combine emotional value, premium experience, and long-term product care. Interestingly, where one of these two scores slightly lower, the other tends to compensate, suggesting they are highly complementary, together offering a balanced blend of DIY empowerment and supported service.

Concept 4: “Control” scores lower at 20 out of 38. While it excels in premium tone and user personalization, it places less emphasis on repair itself and falls short on values important to the ethical innovator. Still, certain elements, such as

emotional messaging, service personalization, or premium touchpoints, could be adapted and used in a lighter, more integrated form.

Concept 1: “DIY” scored the lowest with 16 out of 38, primarily due to its strong focus on independent repair. While it promotes empowerment and

sustainability, it risks clashing with B&O's luxury positioning if not carefully framed or supported. It may be best used as a supporting component, offering simple care actions, rather than as a standalone strategy.



Figure 39: Concept 4

7.5.2 Personas

When comparing the concepts with each other based on the personas (appendix 14), there is not that big a difference, with concepts 1 to 4 respectively scoring 27/42, 33/42, 29/42, and 26/42. Still, concept 2 and 3 score highest, but by a very small margin.

Concept 1 scores higher with the ethical innovator, due to its DIY characteristics, while concept 4 scores higher with the urban jetsetter, due to its clear luxury components. Again, concept 2 and 3 are more mixed, and clearly show that both personas can be supported with these solutions.

7.5.3 B&O opinion

At the moment, the battery can't be replaced by the customer, and there's still a lot of hesitation around DIY. It seems there's a fear that customers might damage the product, and a general assumption that DIY always means full disassembly and repair, rather than small, supported actions. That makes a full DIY approach feel too risky and not aligned with B&O's brand image.

In contrast, Concepts 3 and 4 show the most potential to become a clear luxury offering. They stay closer to the brand while still opening space for innovation. That said, the app isn't developed enough yet to fully support the level of integration these concepts rely on, but they do spark the right direction.

There's also a sense that B&O wants to be challenged, to really ask: What does the next generation expect from a brand like this? Concept 2 could fit best here. Some elements of the concepts could already be implemented now, while others will need more time to develop or align with internal systems.

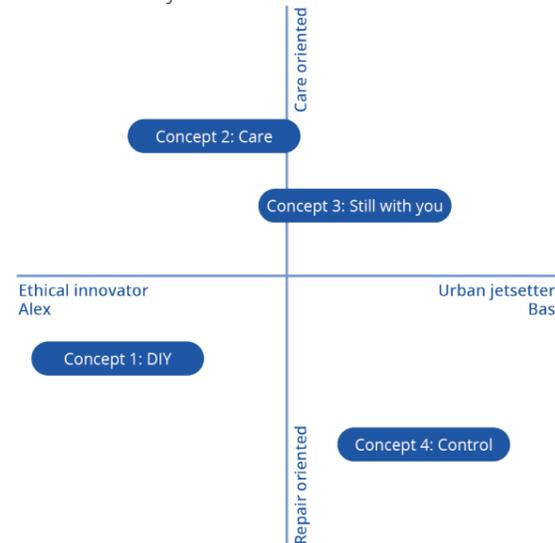
7.5.4 C-box

Concept 2 and 3 are more in the middle in terms of who it is oriented towards. Also, they are more care oriented, and less repair. As this is the vision, these two concepts seem to be most applicable to use for the final concept.

7.5.5 Conclusion

This solution needs to work for both the user and the brand. Right now, B&O doesn't explicitly position its products or services toward Gen Z, which makes it an interesting opportunity to challenge the brand a little. What does luxury mean to a new generation? The goal is to create a concept that might not fully match B&O's current service setup, but still feels unmistakably premium and high-quality.

There's also a clear tension between what B&O prefers, avoiding DIY, and what some users actually want: the ability to do simple repairs themselves, when it's safe and supported. Concept 2 stands out as the most promising. It builds naturally on the base concept and could be made stronger by combining it with selected elements from Concepts 3 and 4. The final solution should remain easy to understand and realistic to implement, both for the user and within B&O's system.



7.6. Final concept

The final concept blends the strongest elements from all four directions, resulting in a service ecosystem that supports long-term ownership, elevates care into an emotionally resonant experience, and maintains B&O's premium positioning. It reframes repair from a burden into a natural, intentional, and even rewarding part of using B&O products.

7.7. Conclusion and insights

The ideation phase revealed that care and repair can be more than a technical afterthought, they can be a defining part of the ownership experience. By evaluating four concepts against both user personas and design requirements, concept 2 of the second round of concepts emerged as the most complete and adaptable solution. It offers flexibility, emotional value, and premium support while staying grounded in what makes B&O products desirable. Elements from the other concepts, especially the luxury of Concept 4 and the human tone of Concept 3, were also considered valuable and informed the final design. The final concept is not a compromise but a synthesis: empowering for those who seek hands-on care, seamless for those who expect effortless service, and aspirational for the next generation of luxury consumers.



Figure 40: Final concept

8. DEFINE

This chapter outlines the final service concept in detail. It introduces the three key pillars that support the vision, proactive care, personalized repair, and post-warranty support, and shows how they work together to create a cohesive, premium repair experience. Each section explains how the system functions, what it offers to users, and how it integrates into B&O's ecosystem, from tools and touchpoints to communication and implementation. See appendix 16 for the overview of how the full structure works.

8.1. Key pillars

“Through active guidance and emotional connection, B&O makes care and repair feel intuitive, enriching the ownership journey”

In order to achieve that, there are 3 key pillars that the concept is based on.

1. Proactive care and repair: Including care kits, app guidance, scheduled care, store support, and repair options.
2. Personalized repair and service: Three-tiered repair system, a flexible system based on customer needs, effort, and willingness to pay.
3. Post-warranty support: End of warranty service and post-warranty support.



PROACTIVE CARE AND REPAIR



PERSONALIZED REPAIR AND SERVICE



POST-WARRANTY SUPPORT

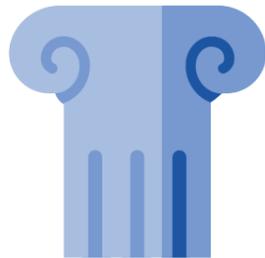
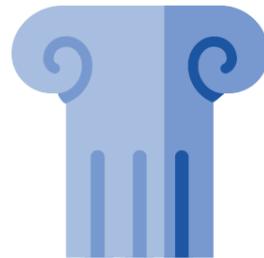
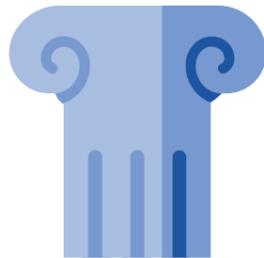


Figure 41: Pillars

8.2. Proactive care and repair

Proactive care and repair will help the customers getting to know the ecosystem and will subtly remind the customer of the repair possibility. In this context, B&O takes lead in reminding the customer of this, instead of laying the responsibility fully with the customer.

8.2.1 Care kits and guides

Care kits and guides can support people with taking care of their headphone. In addition, visibility of these care products, even if they don't use them, will remind them of the possibilities. There are two ways of offering these products to the customer:

1. Free, complementary with the headphone in the box. These would be small, single-packaged wet wipes (for cleaning and degreasing), and a small care guide (with basic tips about what to do for product care)

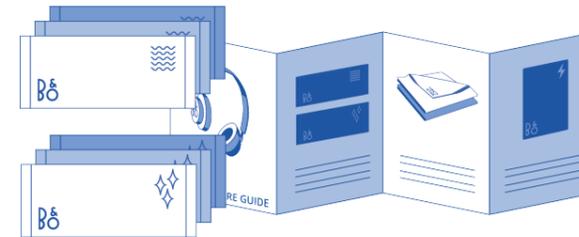


Figure 42: Small testers and starters guide

2. Add-on sales, separately on the website or in the store, customers can purchase an extended care kit with a cleaning solutions, degreaser, leather treatment, and two microfiber cloths. There is also an option for an extended care guide with extra do's and dont's for that particular model.



Figure 42: Care kit and guide

8.2.2 App support: product care

In the account of the customer, they can find different tools to support product care. This is not restricted to the app, but can also be accessed through the website, and some parts through email. Communication is personalized.

- Passive communication, customer has to find it themselves in the app or guide:
- Product dashboard with insights in data on product use and battery capacity (how many hours have you listened, what is your charging behaviour, etc.)
- Tutorials and guides (video and written/drawn) on care-level DIY activities
- Clear information on repair options explained by the 3 levels and what it entails for their product



Figure 43: Product care passive

Active communication, B&O shows initiative to spread the message with push messages (once a month) or personal contact:

- Care tips, with do's and dont's for their model
- Care reminders, that they can set themselves (monthly, biyearly) that can help them schedule a quick care check or cleanup
- Half-way warrant reminder, with option of doing DIY check-up in the app* or in the store
- An end-of-warranty reminder, with tips a for free check-up in store, discount on specific products, and subscription offer

* Based on the dashboard, the app can also assist in a quick check-up of the product, where the system will simply test connectivity, battery capacity, sensor distortion (and maybe in the future recalibrate with machine learning), and general operations.



Figure 44: Product care active

8.2.3 App support: receipts

In addition to care tips and support, the customer can also register receipts in the app. This includes purchasing receipts, but also repair receipts.

Product receipts:

- Product receipt is automatically registered if they purchased their product linked to their account. Otherwise they can add it manually.
- Based on the receipts, the customer can also get an insight into their warranty coverage and remaining time



Figure 45: Receipts product

Repair receipts:

Repair receipts can also be registered automatically, when the customer does a DIY check-up, goes to the store for a check-up or repair, or sends their product to the repair centre

- In the receipt, they can find information on
 - Their pre-diagnostics
 - Tracking of the repair
 - Information on the problem and what has been done to repair it
- Personal care tips from the repair specialist to prevent the same problem for happening again



Figure 46: Receipts repair

8.3. Personalized service

The care and repair ecosystem is based on 3 levels of complexity and customer involvement. Level 1 is care-level DIY, level 2 is store-level support, and level 3 is complex repairs in the repair centre. The three levels are connected to each other, but customers can choose which ones they use when navigating the ecosystem.

The app supports all levels, and information and messaging should be consistent throughout all channels and touchpoints.

8.3.1 Level 1: Care level DIY

Level 1 focuses on what the customer can do themselves. They can do this with tips from the app and care guides, or by themselves. They can choose how involved they are, and what specific tools they use that are offered by B&O. Their options are:

- Small replacements of parts that they can easily replace themselves without risking) damaging or recalibrating the product. Currently this includes ear cushions and headbands, and optionally the battery
- Cleaning the device using the care kit or by wiping it themselves
- They could receive seasonal care tips, based on summer/winter or new components



Figure 46: Level 1

8.3.2 Level 2: Check

Level 2 includes an offline store experience, where customers can receive personal assistance, while enjoying a cup of coffee and conversation. When the customer comes by with their headphone, it should always be cleaned, and when they get their device back, they should get a complementary pack of small cleaning wipes.

- Support with level 1 repairs
- Small level 2 repairs and product check-ups
- Support with level 3 pre-diagnostics and booking the repair
- Inform on all repair options
- Sales of spare parts, guides, and care kits



Figure 47: Level 2

8.3.3 Level 3: Repair

Level 3 repairs are all repairs that are possible. This is done at a specialized repair centre, where they will assess the product, and repair if possible. Repair will always be preferred over replacement.

- In order to send the product in for repair, the customer has to fill in a pre-diagnostics form that includes product information, data from the app, check-ups, and a short list of questions to identify what kind of problem the customer has been experiencing
- The customer receives a shipping label to send the product to the repair centre
- In the app, they can access all repair information (see 8.2.3)
- When they get the product back, it includes a thank-you-for-taking-care note

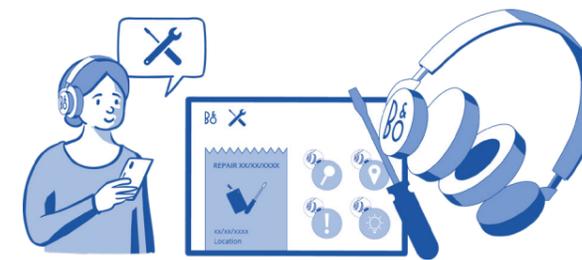


Figure 48: Level 3

8.4. Post warranty support

Reminding the customer that the warranty is almost over, and offering support when it is, will create extra loyalty and new revenue opportunities, while extending the product life. It also strengthens the luxury positioning.

8.4.1 End of warranty

At the end of warranty, the customer will be reminded that it is almost over, and will be given some options to consider. It should be made clear that the expected product life is longer than the warranty, but that it is normal for e.g., the battery to wear out.

- Free check-up in the app or in-store, if the is anything that can be replaced with warranty coverage, this is the chance
- Discount on selected components, like ear cushions and batteries, so the customer can buy them, even if they are not completely worn out yet
- Offer for post-warranty subscription, including free or discounted check-ups and repairs

The customer can start their post-warranty product life with a good functioning headphone.

If this is the customer's first experience with the care and repair ecosystem, it shows how easy it is and will make it easier for them to choose repair later due to familiarity and low effort.



Figure 49: End-of-warranty

8.4.2 Post-warranty

Post-warranty, B&O will not stop caring for the customer and their B&O product. There are multiple options, that all communicate that repair still is an accessible option.

Communication is also very important during this phase, as it is the place with the most barriers: money, clarity, effort, and obsolescence.

- Level 1 repair includes all level 1 actions, in addition to some simple level 2 DIY repairs. An interested customer can log in, and request a repair with their product serial number. Branded spare parts will be protected, and can be registered in the app, in addition to the DIY repair itself
- For level 2 and 3, clear and predefined pricing should be communicated, so the customer knows what to expect (advice: 12-13% of the original price of the product)
- With the subscription, which includes free or discounted check-ups and repairs, people can be incentivized to do more for their product, extending its life while generating revenue



Figure 50: Post-warranty

8.5. Sales channels: revenue

Revenue is made in different ways, with extra opportunities that were created with the new repair ecosystem. The following prices are based on the current product range:

User journey	Product	Price
Purchase	Headphone	€ 600 (HX)
		€ 1000 (H95)
		€ 1500 (H100)
Using	Loose components	€ 50-300
Using	Refill basic care-kit	€ 20
Using	Extended care-kit	€ 40
End-of-warranty	End-of-warranty discount loose components	-25%
Post-warranty	Check-ups	From €19
Post-warranty	Subscription (/ month)	€ 6 (HX)
		€ 10 (H95)
		€ 12 (H100)
Post-warranty	Repair pricing	€ 72-78 (HX)
		€ 120-130 (H95)
		€ 180-195 (H100)

Table 10: Sales pricing

For the headphone and loose components, the price is determined by B&O.

The extended care kit is priced based on the survey results: 12-13% of the original price. In this case, the original price is the costs of the replacement ear cushions. The basic care-kit is half the price.

The repair and subscription prices are determined the same way, with 12-13% of the original price.

8.6. General communication

In general, the care and repair options should be communicated all throughout the user journey, as a subtle reminder of the possibilities.

8.6.1 Modularity

Modularity should be shown in the store, on the website, and on social media with exploded views and videos.



Figure 51: Modularity

8.6.2 Events and workshops

B&O can host care events in the shop or similar environments, where customers can come by and have their product repaired.

Also, they can host workshops where customers can learn specific things (like changing a battery), with personal feedback, and a social setting.



Figure 52: Events and workshops

8.6.3 Ambassadors

Using partners to show the options, e.g., by having a care and repair station at exclusive (sports) events, where ambassadors can interact and create visibility.

Ambassadors, including influencers, can talk about their own experiences taking care of their headphone, with interviews, articles, or on social media.



Figure 53: Ambassadors

8.6.4 Ads

General advertisement, like billboards and videos at airports, events, and in stores, B&O can show the modularity and care options, reminding and inspiring existing and new customers of the sustainable options B&O offers.



Figure 54: Advertisements

8.7. New ecosystem

The new ecosystem is largely based on the current one, with some additional components and structuring to make it more clear internally and for the customers what the different options are.

8.7.1 Implementation

The implementation of the new ecosystem can build on the existing structure that exists at the moment. Some of the components of the concept are already being implemented.

8.7.2 Risks

What if people don't want to download the app? The ecosystem is designed to be flexible and accessible. An account can also be managed through the website, and useful tips or reminders can be delivered via email. For those who prefer a more personal touch, customer care and in-store staff are there to guide users and highlight relevant options. People are free to decide how involved they want to be, and even the "your warranty is almost over" messages can be sent by post, paired with a warm invite to visit a store. If staff feel unsure about repairing, it's important to note that in-store repairs are kept simple and limited, supported by clear, short tutorials. While repairs or check-ups may not seem like the most profitable service on paper, they play a critical role in reinforcing brand loyalty and the emotional connection with the product. And if people ignore the smaller additions, like care kits, guides, reminders, or out-of-warranty repairs, those elements still gently signal that care is

Component	H	Implementation
Basic care kit and guide in packaging	H2	Easy to add to the packaging
Extended care kit and guide	H3	Needs to be developed
App extension: product care	H3	App development is going slow
App extension: receipts	H3	App development is going slow
App extension: DIY check-up	H3	App development is going slow
App extension: repair request and pre-diagnostics	H3	App development is going slow
Level system	H2	Is all about communication
Level 1 care-level DIY	H1	Already exists, define better
Level 2 store support and small repairs	H1	Setting it up now, stabilize
Level 3 complex repairs	H1	Setting it up now, stabilize
End-of-warranty check-up	H2	In store, staff can be trained
End-of-warranty discount	H2	If warranty information is accessible
Post-warranty clear and set pricing	H1	Should be communicated clearly asap
Spare part availability	H2	Should be set up when normal repair runs smoothly
Post-warranty subscription	H3	When app is also working
Post-warranty check-ups and repairs	H1	Should be made accessible and clear when stabilizing current ecosystem

Table 11: Sales pricing

possible. They can also generate extra income when sold separately, and by including samples in the packaging, we can nudge curiosity and encourage engagement in a low-effort, inspiring way.

8.7.3 New ecosystem

The new ecosystem builds on the old one, with as main difference a clear and defined differentiation between the levels of repair. In addition, there are small extra products and services that will remind the customer that repair is an option.

8.7.4 User journeys

Journey 1: Alex (experienced ethical innovator)

1. User is within warranty and performs regular Level 1 care (cleaning, cushion replacement) using the Care+ Kit.
2. After a while, something stops working properly.
3. Opens the app, runs a short pre-diagnosis, and requests a repair.
4. App links product serial number and generates a shipping label.
5. User sends the product to the Repair Centre.
6. Receives a digital repair report and gets the product sent back, fixed.

Journey 2: Bas (curious urban jetsetter)

1. User performs light maintenance at home using the kit (e.g., cleaning).
2. Walks into the store for a friendly check-up (care advice, coffee).
3. A staff member notices a deeper issue and recommends repair, assists with pre-diagnosis
4. Product is sent to the Repair Centre directly from the store.
5. Customer is kept informed via the app or email.
6. Product returns fully functional, with a note and care tip.

Journey 3: Jette (young ethical innovator)

1. User tries some light care actions but isn't sure they're doing it right.
2. Visits a store to get advice, talk to a specialist, and explore other care tools.
3. Receives tips, printed guides, or QR codes for tutorials.
4. Feels more confident, goes home with extra parts or a refill care kit.
5. No repair needed yet, but they now feel more connected to the service.

Journey 4: Claude (busy urban jetsetter)

1. User hasn't performed any care. Headphone starts acting up.
2. Goes to the website, finds the repair page.
3. Fills in the online form for pre-diagnosis, downloads shipping label.
4. Sends product to Repair Centre without using the app.
5. Tracks repair progress and receives updates through the website dashboard.
6. Gets product back with a report, possibly considers care next time.

Journey 5: Maria (invested ethical innovator)

1. Product is out of warranty, but user has a live + subscription.
2. Sends it in for a free repair consultation (via app or website) after filling in a pre-diagnosis.
3. Gets a digital message explaining the issue, cost, and discount.
4. Confirms the repair. Product is fixed and returned.
5. Receives a detailed repair report and new care suggestions.
6. Continues to receive discounted care through subscription benefits.

Journey 6: Lea (surprised urban jetsetter)

1. Receives a care kit as a present.
2. Starts exploring tutorials to learn how to use it.
3. Even if no repair is needed, the experience builds emotional connection and familiarity.
4. Later, may become a repeat customer or upgrade product components.

8.8. Conclusion and insights

This chapter outlined how B&O can transform care and repair into an integrated, premium part of the ownership journey. By building on existing services and introducing structured, accessible, and emotionally engaging touchpoints, the concept supports long-term product use, strengthens customer loyalty, and opens new business opportunities. The key pillar, proactive care, personalized service, and post-warranty support, lay the foundation for a repair ecosystem that is not only functional, but deeply aligned with B&O's values of design, quality, and lasting relationships.

9. USER TESTING

This chapter evaluates how the proposed care and repair ecosystem was received by potential B&O customers. Through scenario-based interviews and reflective questions, the testing explored whether the concept's core pillars, proactive care, personalized repair, and post-warranty support, were clear, relevant, and desirable. The goal was to gain insight into user expectations, preferences, and the emotional and practical impact of each service component.

9.1. Purpose and relevance

This user testing aimed to evaluate the desirability and perceived value of the proposed care and repair ecosystem. It explored whether the three core pillars, proactive care, personalized repair, and post-warranty support, were clear, appealing, and aligned with user expectations. The goal was to assess which components users found valuable, whether the system encouraged repair behaviour, and how well it fit with B&O's image.

9.2. Design and methodology

9.2.1 Structure and questions

Every participant was interviewed individually. The sessions consisted of two phases that included a narrative-based evaluation with 8 moments of choice, and a structured reflection interview with 15 questions. (see appendix 15)

Phase 1: narrative-based evaluation

In the first phase, the participants were taken on a user journey, in which a scenario was played out, and during key decision moments, the participants could choose between 3-6 options what aspects of the concept they would or would not use. The last question featured an overview of all the small components of the concept (of which not everything was discussed during the user journey), which were discussed as well.

The participants were instructed to think out loud, and speak their truth, how they expect to feel in the pictured context. They were asked to reflect why they had made a certain choice from an emotional and rational perspective. They had the freedom to ask for clarification at any moment of the process.

At the start of the section, the participants received the following introduction before the user journey started: "Soon you will turn 30, you have a great job, and you want to treat yourself with a new headphone. After some browsing, you take note of the new B&O headphone of €1000. After some research online, you visit a store to try the headphone, and you fall in love! Such a beautiful product, great sound, and good service."

Phase 2: structured reflection interview

In the second phase, the participants reflected on how they experienced the user journey through answering open questions. They include questions about their impression of the user journey, specific components from the user journey, their

personal position towards and knowledge about sustainability, and their familiarity with B&O and how this concept fits that image.

9.2.2 Participants and sampling

The target consumer was individuals aged 20-25 from Western countries, who could become a B&O customer in the future. The participants were selected from personal surroundings, as that was most convenient with the limited time available.

Five individuals participated in the interviews, with different study backgrounds, aged between 20-25. All had affluent to rich parents, and follow or have followed an academic education with promising prospects.

ID	Gender	Age	Background
P1	Female	25	Mechanical engineer
P2	Male	21	Urban planner
P3	Female	20	Aerospace engineer
P4	Male	25	Strategic designer
P5	Female	24	Communication

Table 12: Participants

9.2.3 Analysis method

In the first phase, participants were guided through a scenario-based journey and asked to make decisions at key moments. Their choices and think-aloud responses were documented and analysed to identify behavioural patterns, emotional drivers, and the perceived value of specific service components.

In the second phase, answers to structured reflection questions were thematically analysed, focusing on alignment with the concept's core pillars, user expectations, and design criteria such as effort, brand fit, and sustainability.

9.2.4 Limitations and considerations

This study was based on a small, non-random sample of participants, all within a similar age group (young adults) and cultural background (Dutch or German). All participants were known to the researcher, which may have influenced their willingness to share critical feedback or shaped social dynamics during the sessions. While their backgrounds were relevant to the target audience, the sample lacked broader diversity in age and nationality. As a result, the findings offer initial insights into desirability and user fit but cannot be generalized to the full spectrum of Bang & Olufsen's customer base.

9.3. Results

9.3.1 Purchase

During the inform and purchase phase, the participants all agreed that the headphone itself (it's quality) and the worth behind the brand are the most important factors when selecting one: "Always important" (participant 1) and "Product itself is most important, if I am spending that much money. It's a luxury product, so you are also paying for the brand name, and connected service quality" (participant 3).

After that, some customers also showed interest in looking into warranty and repair, but most expected good warranty and repair service, as the brand is so luxurious and the headphone is so expensive.

Modularity and ear cushions were least important, but they were described as nice-to-haves.

Q1.1 "What information do you think is most important when selecting a headphone?"

(V = very important, ~ = moderately important; 0 = not important)

Option	P1	P2	P3	P4	P5
The headphone, quality, how it works	V	V	V	V	V
Worth for your money	V	~	V	V	V
Modularity	0	0	0	0	0
Replaceable ear cushions	0	~	0	0	~
Warranty and coverage	V	0	V	0	0
Repair options during and after warranty	~	0	V	0	0

Table 13: Purchase options

When ordering the headphone, the participants are split on whether they (already) want to purchase a care kit or if they should do nothing. Both options are defended with the argument that the product is expensive: "Obviously, for it to last long, even if it is high quality, you need to take care of it" (participant 3), "Because it is a luxury product, you want to take of it" (participant 4), but also "I can clean it myself with a cloth if necessary" (participant 5), and "I don't want a whole skincare routine for my headphone. If you spend 1000 euro, I expect it to last long enough" (participant 1).

Ordering extra parts in preparation is an option for nobody: "Never, you cannot predict the future and know when what is going to break. Maybe you don't need them" (participant 1).

Q1.2 "Would you also buy extra products?"

(V = very important, ~ = moderately important; 0 = not important)

Option	P1	P2	P3	P4	P5
Extended care-kit €40	~	0	V	V	0
Spare parts €50-200	0	0	0	0	0
Nothing, will be fine	0	V	0	V	0

Table 14: Extra purchase

9.3.2 First set-up

The short care guide was the most popular option, as it is natural to read informative booklets that are included in the packaging: "I'll start here, habit. First I'll read the booklet, then I'll download the app" (participant 4), and "This one, the product is expensive enough, so understanding how it works and how to take care is great" (participant 2). One participant expressed that they were interested in the information, but that it should be in the app (participant 5).

All participant showed willingness to download the app (as it is also for other functions), but not all of them would be interested in the notification and/or tips, or they would be interested in receiving them in another format: "I don't need a special app, but a monthly email would be nice" (participant 1), "If I'm getting the app anyway, I would turn it on and read at the start" (participant 3), and "Not the care reminders, that is not necessary, I can think of that myself. But I would read through the tips" (participant 4).

Q1.2 "What would you do after unboxing the headphone (includes samples of care kit and short care guide, and app)?"

(V = very important, ~ = moderately important; 0 = not important)

Option	P1	P2	P3	P4	P5
Turn on care-reminders (monthly) and read tips in the app	~	0	V	~	V
Read care guide on how to care for my headphone	V	V	V	V	~
Another app? Maybe later	0	0	0	0	0

Table 15: First set-up

9.3.3 Mid-warranty check-up

Most participants would do something when receiving the notification. The reasoning is different, as some people don't trust DIY check-ups and repairs ("what about warranty?"), so they would want a professional to look at it (participant 1), while for others it would depend if they were planning on going to the city anyway, otherwise they would do it themselves (participant 3 and 5). Participant 4 would first do it themselves, and when it is necessary based on that analysis, go to the store to get professional advice.

Q1.4 "What would you do after receiving a message for a check-up halfway through warranty?"

(V = very important, ~ = moderately important; 0 = not important)

Option	P1	P2	P3	P4	P5
Open the app, and follow a quick DIY check	0	0	V	V	V
Go to nearby store, get coffee, staff does check-up	V	0	V	V	V
Nothing, it still works fine	0	V	0	0	0

Table 16: mid-warranty

9.3.4 Replacement ear cushion

With this scenario, the participants have mixed priorities. Some would buy new ones, and replace them themselves: "I have done it before, so I could do it myself" (participant 4). Others don't mind if it is just aesthetics, as long as it does not influence performance: "Because it is mine, and aesthetics are not the most important thing, as long as the sound is good" (participant 5). The general consensus is that it is a shame that it is necessary after 'only' four years. Participant 1 states that they would contact B&O and inquire about an option for free replacement ear cushions, as it is still covered by warranty.

Q1.5 "What would you do after 4 years, when your ear cushion show wear (warranty applicable)?"

(V = very important, ~ = moderately important; 0 = not important)

Option	P1	P2	P3	P4	P5
Change myself €149	0	~	V	V	0
Go to nearby store, staff does change €149	0	0	V	0	0
Nothing, it is still working	V	V	0	0	V

Table 17: Replacement earcushions

9.3.5 End-of-warranty

Most participants show interest in the check-up at the store, for a "carefree post-warranty period". There is more discussion around buying extra components with a discount: "If the product works fine after the check-up, I don't need new parts" (participant 2), but also "If I know how long the parts will last, I will buy it if I expect I'll need to change it, like the battery" (participant 3). Nobody is interested in the subscription, except for participant 4: "Not a crazy idea, but it is expensive, and I could also repair it myself".

One of the participants (participant 5), would not do anything because the product is already 5 years old. They don't want to spend money on small things if they expect the product life to be over soon.

Q1.6 "What would you do after receiving a message at the end of warranty for a check-up and discount?"

(V = very important, ~ = moderately important; 0 = not important)

Option	P1	P2	P3	P4	P5
Do the check-up, as it is free	V	V	V	V	~
Buy spare parts with discount	~	0	V	V	0
Get subscription	0	0	0	~	0
Nothing, it still works fine	0	0	0	0	V

Table 17: End-of-warranty

9.3.6 Repair after warranty

When faced with a minor problem in the headphone, some are willing to send it to repair "as long as it is affordable" (participant 1), "if it is possible" (participant 4). Also, "Depends on how it is working otherwise after 7 years, if this is the only problem, I would repair and breath some new life into it" (participant 4).

"I would go to the store and have someone check if it that can be solved" (participant 4).

Everyone agrees that using the headphone until it does not work anymore, and then buying a new headphone, is the most convenient option. They argue that the appearance is not that important, and if they don't want to, or cannot fix it, they do this: "I'll maintain it, and at some point I'll buy a new one" (participant 5).

Q1.7 "What would you do when the headphone works fine, but sometimes doesn't connect with new devices, after 7 years (out of warranty)?"

(V = very important, ~ = moderately important; 0 = not important)

Option	P1	P2	P3	P4	P5
Open the app, and follow a quick DIY check	0	0	V	V	V
Go to nearby store, get coffee, staff does check-up	V	0	V	V	V
Nothing, it still works fine	0	V	0	0	0

Table 18: Repair

9.3.7 Overview components

In terms of care support, with tutorials, dashboard, care kits, guides, and spare parts, most participants opted for convenience, in app available components, that they could find themselves when necessary. Season guides and extended care guides are less popular, as care will be straight forwards, and there is information in the app. Only participant 2 showed no interest in any of the components.

Clear information about the different options, the availability of product repair services, pre-diagnostics, personal support, and fair and clear pricing were very popular. With pre-diagnostics, most participants saw a lot of value in it: "Better repair experience, small effort" (participant 2). Personal support was also important, but with some reservations: "Nice to be able to speak with someone, but experience shows that you are often referred to a care guide, or you have to bring your product to store for a check-up, so it is interesting, but should have added value" (participant 4).

Gift cards and personalized messaging were not popular: "I don't care for gift cards. I wouldn't gift them, or want to receive them" (participant 1), "personalized messaging seems a bit spammy, no added value" (participant 4), and "with personalized messages, I have had the product for a while, I know how to take care of it" (participant 3).

All participants were very enthusiastic about the product and repair receipts, including the repair messages and tips: "They are crucial for me, and nowadays it seems like a given" (participant 1), "If I have the app anyway, it is nice to also have the receipts in there" (participant 2), but also "It is nice to have the receipts, but I don't want to put them in myself, it should be registered automatically with my customer information" (participant 5).

Q1.8 "What other components would you be interested in?"

(V = very important, ~ = moderately important; 0 = not important)

Option	P1	P2	P3	P4	P5
Care tutorials	~	0	~	V	V
Product dashboard	V	0	V	V	V
Care kit and refills	~	0	V	V	0
Season guides	~	0	0	0	0
Spare parts	~	0	V	0	0
Product care guide	~	0	0	V	0
Clear information	V	V	V	V	V
Product repairs	V	V	V	V	V
Pre-diagnostics	~	V	V	V	V
Personal support	V	V	~	~	V
Fair and clear pricing	V	V	V	V	V
Gift card	0	0	0	0	~
Personalized messaging	0	~	0	0	V
Product receipts	V	V	V	V	V
Repair receipts	V	V	V	V	V
Repair message	V	~	V	V	V
Repair tips	V	~	V	V	V

Table 19: Other components

9.3.8 Value of user journey

It was clear to the participants that there was good support for any problem that comes up, with a lot of attention to small things around the headphone that reminds them of this as well: "There is a lot of attention to things outside of the headphone [...], that is great value for money if you buy such an expensive headphone" (participant 4). Standardized care, with free check-ups (especially at the end of warranty), was also a very valuable aspect of the user journey: "The coolest thing was that you can do a check-up at the end of warranty, super nice" (participant 4). In addition, good communication, with clear options and prices were also valued highly: "overview of all the parts, everything that you can do next to each other, so you can decide what to do, and how one decision influences the next" (participant 2).

Spare parts, care kits, and care guides seemed to be the least relevant, as you can also clean yourself, and you know how to take care of a product after having had it for a while, though they did see some value in it and would want to keep it in the ecosystem. Having said that, the participants were interested in using the sample wet wipes that were added to the packaging of

the headphone, and could even consider getting a larger care kit if they liked it. If available, they also would use the care guide, tutorials, and the dashboard, but it is a nice to have.

9.3.9 Sustainability

Most participants were aware of the sustainable challenges at the moment, and to some extent the issues around electronic waste. Though “I know it is better to repair instead of replace, but at the moment it is so difficult to identify the problem, and then successfully repair it. Also, it is so expensive” (participant 1). Participant 2 mentioned that if they would receive tips specifically for extending the product life due to sustainability reasons, with a technical explanation of why that is important and how it works, that they would feel much more incentivized to act on it. Participant 5 was not aware that electronic waste is a problem, though they know they should be sustainable, if it takes too much effort, they will not act on it. In the end, costs, availability, and effort are still the most important factors for choosing repair or replacement.

9.3.10 B&O alignment

All participants agreed that the new ecosystem feels luxurious and can help B&O communicate their sustainable positioning in a clear way. In addition, the process of taking care and B&O's reminders to take care, will bring the customer closer to their product and the brand, creating more loyalty.

9.4. Analysis and discussion

9.4.1 Discussion

At the point of purchase, users focus almost exclusively on the product itself, its design, sound quality, and materials. Modularity and repairability are seen as a nice bonus, but not a deciding factor. Similarly, warranty and repair coverage are generally expected rather than actively sought out. However, even a subtle mention of warranty and modularity, both online and in-store, can position B&O as a high-service luxury brand. These early cues may subconsciously strengthen brand perception and create openness to later repair behaviour.

Offering an extended care kit during the purchasing process is valuable. It serves as a moment to introduce care as a natural part of ownership while generating additional revenue. Some participants said they would consider buying it later, especially after testing the product and noticing the effects of cleaning, indicating a delayed but important opportunity for upselling. While care-related add-ons (like kits, refills, and

guides) weren't top priorities, their presence acted as reminders that care is possible. Participants felt they should remain in the ecosystem, but not be presented too prominently.

After unboxing, participants showed interest in setup materials such as the booklet and the app. This moment presents a key opportunity to guide users into the care ecosystem. However, while they do engage initially, they may not follow up with actions unless prompted. This suggests that setup materials should be designed to spark awareness and habit formation, without expecting immediate behavioural change.

Participants responded positively to the idea of a midway care or check-up moment. They were generally open to doing DIY checks themselves, but appreciated the store as a backup, a safe, professional alternative if something seemed wrong. This affirms the need for flexible care levels: DIY as a default, with store-level support available on demand.

When parts show wear, users are only motivated to act if the issue affects comfort or function, not aesthetics. They are unlikely to repair cosmetic damage unless the product feels “worth” maintaining. Some did not realize that wear on specific parts (like ear cushions) is expected and replaceable. Therefore, clear communication around part lifespan and ease of replacement is crucial to prevent disappointment and support proactive maintenance.

The idea of a free check-up at the end of warranty was very well received. It communicates care, luxury, and long-term value, while also encouraging continued product use. It also offers an opportunity to sell replacement components without overemphasizing repair. However, some users considered this period as the end of the product's life. Communicating B&O's actual product lifespan (e.g. 8 years) and clearly distinguishing between free warranty repairs and wear-part replacements could help manage expectations and increase uptake of post-warranty services.

Repairs after warranty are not very attractive to most participants, especially if the product is already perceived as old. There was limited understanding of how small repairs could extend product life. Participants were more likely to continue use until failure, and then replace. While planned obsolescence was not a major concern, this reinforces the importance of early-stage care and check-ups to delay the point at which repair becomes unattractive.

The clarity of information about the three repair

levels (DIY, store, repair centre) was essential. Users wanted to know what's possible, where, and how much it costs. Receipts for both purchases and repairs were appreciated, especially if they could be registered automatically. App-based care information was valued, but not everyone would use it. Users preferred general in-app tips over seasonal or highly personalized content, which felt unnecessary or even invasive for a product like headphones.

The gift card was not seen as valuable and could be removed from the concept. Likewise, personalized app communication was perceived as intrusive. Instead, the ecosystem should focus on general tips and clear access to care content, maintaining simplicity and trust.

One-on-one support, especially when deciding what repair or care action to take, was appreciated, as long as it was high quality and expert-driven. This kind of qualitative human support contributes to the luxury perception.

Sustainability was not a key driver for participants. Most were aware of the topic but admitted they don't act on it unless it aligns with personal benefit, ease, or luxury. Therefore, communication should focus on the personal value of care and repair, not on sustainability alone. This also reinforces the values and behavioural patterns previously identified in the persona profiles.

9.5. Conclusion and insights

In conclusion, the care and repair ecosystem as a whole was well-received and seen as fitting B&O's brand. Its greatest strength lies in clear, trustworthy communication and flexible support, not in pushing sustainability or personalization. The three pillars, proactive care, personalized repair, and post-warranty support, were all recognized and valued when presented in the right context. The system should guide users lightly, offer choices at key moments, and build a sense of confidence and convenience that supports long-term product use, without overwhelming or over-personalizing the experience.

- Take out the gift card
- Emphasize clear information and communication about repair options
- Include care kits and guides, but don't put too much focus on it
- Samples (small care kit) in packaging
- Samples can also be gifted after store visit
- Small care guide (physical) in packaging
- Larger care kit sales
- Other care guide content and tips should be integrated in the 'tips' section of the app

10. VERIFICATION

This chapter reflects on how well the final concept aligns with user needs, theoretical frameworks, project goals, and B&O's brand values. It evaluates the concept through the lens of the personas, practical and emotional barriers to repair, and the feedback from user testing, survey responses, and internal B&O stakeholders. The analysis confirms the strengths of the concept and identifies areas for refinement, providing a grounded basis for future development.

10.1. Reflection theory

10.1.1 Reflection personas

Before ideation, a decision was made to focus on two of the four personas: the ethical innovator and the urban jetsetter. These personas represent two contrasting, yet complementary value systems (responsibility, sustainability, and active engagement versus convenience, quality, and low-effort luxury). By designing a flexible service ecosystem that supports both deep involvement and effortless care, the concept could address the needs of both profiles without compromise. While the responsible guardian and rational customer were not the primary focus during ideation, their values were considered during development and the final concept aligns with many of their expectations as well.

Ethical innovator - Alex

Values: responsibility, sustainability, meaningful ownership, systems thinking, craftsmanship



This persona is strongly aligned with the concept. They see care and repair as an intentional act of responsibility, and the ecosystem offers the right tools to support that. The proactive care pillar appeals to their desire to engage meaningfully, while flexible involvement levels respect their autonomy. They value the opportunity to learn more about the product, which is supported by in-app tutorials, care guides, and personal feedback from repair specialists. This makes the process feel engaging and rewarding, reinforcing their appreciation for craftsmanship and transparency. The subscription and post-warranty features help them continue this relationship long-term.

Urban jetsetter - Bas

Values: flexibility, convenience, minimal effort, quality, luxury experience



This persona benefits from the seamless and fast structure of the ecosystem. They want to maintain control but without friction. They can choose how involved they want to be, with options ranging from DIY to store drop-ins to full-service repairs. The experience feels premium, supported by clear communication, in-store service with care, and accessible support only when needed.

Automation (like pre-diagnostics and receipts) and a clear user journey through their account let them get what they need quickly, while staying in control.

Responsible guardian - Emma

Values: durability, reliability, trust, safety, investment protection



This persona is reassured by professional support, especially the guarantee that, after a repair, the product will function reliably again. The service levels, predictable pricing, and the option for in-store check-ups create trust and clarity. They also benefit from the impact information in the app dashboard, which can show how much emissions or waste they avoided by repairing rather than

replacing, adding a sense of long-term value. The repair receipts and check-up documentation further strengthens transparency and loyalty.

Rational customer - Vibeke

Values: clarity, efficiency, cost-effectiveness, informed choices



This persona appreciates the ecosystem's clear logic and straightforward structure. The three-level repair system, paired with transparent repair pricing (e.g., 12–13% of the product price), makes repair a logical and affordable option. They are likely to make use of the DIY check-ups in the app, as these are efficient, low-effort, and convenient.

The discounted components after warranty also align with their mindset: they're not emotionally driven, but motivated by smart, practical benefits.

10.1.2 Reflection barriers and incentives

Practically, the barriers and incentives were defined as company responsibilities. Most barriers were practical.

Price of repair

Offering: Clear communication of repair service costs helps manage expectations and justifies cost. The costs should not go higher than 18% (or ideally 13%) of the original price for customers to accept the price. Post-warranty discounts and subscription options position repair as fair, valuable, and worth it.

Trigger: Facilitator – lowers ability barrier by removing uncertainty and offering accessible alternatives.

Access

Offering: Multiple channels (app, website, store), flexible repair levels (care-level DIY, store support, and repair centre), and availability of parts ensure users can access care and repair in the way that suits them.

Trigger: Facilitator – simplifies ability barrier by offering different paths and reducing access difficulties

Effort

Offering: The system makes repair effortless with intuitive diagnostics, store support, automated receipts, and streamlined handovers. Store visits feel rewarding, not as a burden.

Trigger: Facilitator – reduces perceived effort by integrating care into the ownership experience, and offering multiple ways to get support, without overwhelming.

Information

Offering: The app, dashboard, and store staff provide transparent info on part wear, warranty, and repair options, empowering informed choices.

Trigger:

Facilitator – Holistic way of sharing the same information over all channels.

Signal – Ensures users notice and understand their options at the right moment.

Spare parts

Offering: Branded, high-quality parts (e.g., cushions, batteries) are always available, with tools and tutorials for DIY or assisted repair.

Trigger: Facilitator – Provides everything users need to act, also sending a message that it is possible for customers to repair

Design

Offering: Modular design and visible repairability (in-store displays, videos) make repair seem natural and achievable.

Trigger: Signal – Communicates repair potential as a natural product quality.

Regulations

Offering: The system aligns with right-to-repair expectations and communicates a responsible stance, creating future-proof trust.

Trigger: Signal – Frames B&O as an ethical leader

Obstruction

Offering: Repair is encouraged and enabled at all levels, DIY is supported but controlled.

Trigger: Facilitator – increased user freedom and control

Emotionally, the barriers and incentives were defined as customer responsibilities. Most incentives were emotional.

Obsolescence

Offering: End-of-warranty check-ups and component refresh options show that the product still has value and isn't at the end of its life.

Trigger: Spark – Re-frame end-of-warranty into a fresh start, taking away doubts about a product breaking right after warranty ends.

Attachment

Offering: Personal notes, care kits, hands-on care experiences, and visible records create an emotional connection and pride of ownership.

Trigger: Spark – Inspire positive emotion and strengthens the product relationship.

Trust

Offering: Professional repairs, personal tips, and clear records build transparency and reduce fear of poor outcomes.

Trigger: Facilitator – increases perceived reliability and lowers the risk barrier.

Awareness

Offering: The concept integrates sustainability without preaching, with tips, care nudges, and visuals raise awareness subtly and contextually. The product's modularity, extended lifespan, and post-warranty repair support signal that care is a smart, modern, sustainable choice.

Trigger: Signal – brings attention to sustainability subtly at decision moments, without being pushy.

Experience

Offering: Familiarity and habit is created by exposing the customer to care experiences and store interactions from the start, making the step to repair easier.

Trigger: Spark – positive first experiences increase future engagement

Obstruction (rebellion)

Offering: B&O hands over control to a certain extent. DIY is supported, tutorials are available, and choice is respected.

Trigger: Facilitator - Removes resistance by providing DIY repair as a base option, and defending level 2 and 3 repairs when that is not accessible.

Aesthetics

Offering: Care and cleaning help preserve the product's aesthetics and quality over time.

Trigger: Spart – Inspires emotional satisfaction and pride in ownership.

External influence

Offering: Ambassadors, workshops, and visible store moments normalize care behaviour and add social value.

Trigger: Signal – Uses peer and brand visibility to shape a new normal.

Motivation (DIY, pride)

Offering: Tutorials, kits, and success feedback give users confidence to try and feel accomplished when they do DIY care and repairs.

Trigger: Spark – Emotional rewards from participation and success

10.1.3 Conclusion

By blending flexibility, clear communication, and emotional incentives, the concept answers both practical and emotional challenges without compromising on brand identity or user experience. It builds trust, supports long-term use, and encourages action without pressure, fitting B&O's position as a premium brand that values quality, longevity, and meaningful ownership.

10.2. Reflection customer

10.2.1 User testing

Scenario-based interviews with participants from the target group were used to explore how the concept was received (see chapter 9). The results showed that the key pillars, particularly the flexible repair levels, proactive care and repair, and the end-of-warranty moment, were both clear and appreciated. The results confirmed that the care and repair ecosystem is well received by both emotionally involved users (ethical innovator, e.g., participant 3) and those seeking convenience and low effort (urban jetsetter, e.g., participant 2). The feedback also confirmed that the concept aligns with B&O's brand values and offers real potential to extend product life without pushing behaviour.

10.2.2 Reflection survey

Chapter 5 discusses the survey done with B&O customers between the age of 20 and 35 years old. Comparing the answers the themes of the responses of the open questions with the final concept, confirms that the values of the customers align strongly with the care and repair ecosystem.

DIY repair: A part of the participants described how fixing something themselves gives them pride, a sense of control, or even emotional attachment. This confirms the importance of offering care-level DIY options that are approachable, rewarding, and low-risk. By including small modular repairs like ear cushions and batteries, supported by kits and tutorials, the concept taps into this mindset without forcing it.

Convenience and control: The flexibility to choose how involved you want to be, whether that means fixing it yourself, walking into a store, or sending it in, came up often. The three-tiered repair levels supports this, giving customers freedom of choice without confusion. Whether they want to act quickly, take their time, or avoid effort altogether, the system allows for it.

Transparency: Clarity about what is wrong, how much it costs, and what to expect makes people feel more confident and in control. This was a recurring theme in the responses, and it is supported in the customer account with features like pre-diagnostics, repair receipts, and repair status tracking.

Warranty perception: Some people keep track of their warranty, but most forget it after the initial purchase. The concept introduces end-of-warranty check-ups, with a reminder, discount, and post-warranty subscription offers, which reactivates awareness and care. It also subtly inspires long-term use, without relying on people to remember it themselves.

Personal care: There is a clear need for knowledgeable, and human interaction, someone who knows the product and can give advice. Some people also want a reason to visit the store. The concept builds on this by making store visits more than just functional. They become moments of care and connection, reinforcing the premium experience.

Shipping and sustainability: Opinions around shipping varied: some found it easiest, others saw it as inconvenient or environmentally unfriendly. The concept respects both sides by offering options for self-care, store-care, or repair centre repair. Depending on the problem, the customer can choose how they want to be helped.

Diagnostics: The idea of checking what's wrong with the product before sending it in was mentioned repeatedly. It helps users feel in control and avoid unnecessary actions. The app's diagnostics tool and dashboard provide exactly this kind of insight, acting as a bridge between self-assessment and further support.

Modularity: The availability of parts, especially for small or cosmetic issues, was seen as a valuable feature that could even influence buying decisions. By making modularity visible, and parts easy to purchase and replace, the concept reinforces longevity and empowers those who want to take small steps to maintain their product.

Sustainability mindset: Sustainability alone doesn't motivate action for most, but it adds meaning when paired with ease, quality, and long-term value. The concept reflects this by embedding care and repair into the ownership experience without moralising. It's framed as the smart thing to do, not just the right thing.

Brand loyalty: Finally, people spoke about trusting the brand, expecting quality support, even outside warranty, and valuing transparency and consistency. The ecosystem helps build this trust by making service feel seamless, generous, and personal. In the long run, it's these small signals that turn first-time buyers into loyal customers.

10.2.3 Conclusion

Both the user testing and survey results confirm that the concept aligns with what new-generation users expect from a luxury brand like B&O. The layered system of care and repair feels intuitive, supportive, and premium, without demanding too much effort. Emotional incentives like pride, control, and trust are activated through small, well-timed touchpoints, while practical barriers are reduced with clear communication and flexible service options. Together, this creates a repair ecosystem that not only supports long-term use, but also reinforces the brand's identity and customer loyalty.

10.3. Reflection requirements

Brand and identity alignment: R1-R3

These requirements are met. The experience of care and repair is made to feel premium through thoughtful touchpoints, such as store check-ups with coffee, expert support, branded packaging, and thank-you notes after repair. The language, materials, and flow align with B&O's craftsmanship and tone, and consistency is built into all channels, from the app to the store experience.

Sustainability: R4-R6

These requirements are indirectly addressed. While sustainability is not the core messaging, the system clearly encourages repair over replacement, even after warranty, and supports long-term use with product care tools, part replacements, and modular options. Sustainability is framed as a side effect of luxury and longevity,

which suits the B&O audience better than a moral appeal.

Communication and transparency: R7–R11

These requirements are a strong point in the concept. Options, timelines, and pricing are made visible across the user journey, from the product page to post-warranty messages. Users can choose how involved they are, different service levels, clearly separating DIY and full-service options, while keeping them connected. While there's no deep personalization (on purpose), users can choose how much of the tips and reminders they receive and look into.

User alignment: R12–R15

These requirements are met. The concept reflects modern values like autonomy, flexibility, and subtle emotional engagement. Ethical innovators are offered tools to dive deeper, while urban jetsetters can get fast, premium, no-hassle support. Daily-life integration is achieved through reminders, app support, and the structure of optional engagement.

Product–Service System: R16–R19

These requirements are clearly fulfilled. The system is modular and layered, scaling from light maintenance to complex repair. Everything is optional, low-effort, and communicates value. Services and pricing scale with product types, and the mix of app, store, and repair centre ensures that the system can support different product types and complexity levels.

10.4. Feedback B&O

10.4.1 Care kit and guide

It might be difficult to convince the team that decides what goes in the packaging with the headphone that extra things should be added. They will ask the question 'what percentage of people are going to use it, and how much is that going to cost'. (Cristian)

It is a good way of introducing people to the care options and advise them on how to use their product.

An extended care kit and guide could be interesting if there is enough demand for it from the customers.

10.4.2 App: product care and receipts

Currently, the app is still being developed as it is now. There are choices that need to be made for what we can and will not put in the app. So in the near future, this extension will not be possible (Jesper).

When we can do it, it is a very interesting addition to our service, and can be really valuable to get into and stay into contact with the customer.

Especially the being able to register the receipts has a lot of added value. (Christian etc)

10.4.3 Three-tiered repair system

This is a great way of defining repair, as currently we don't define the different kinds of repair, even internally. So having this structure to communicate the possibilities has a lot of added value. (Allan)

On the webpage, this communication should also be clear.

10.4.4 Level 1: care-level DIY

As long as the DIY does not include actions with which the customers can damage the product, it is a good level. Currently, people are able to change cushions and headbands, but that is it. Cleaning is also possible with a wet cloth, but it is not advertised as a care activity yet. Subtly reminding customers repair is an option has a lot of value.

10.4.5 Level 2: store support

Currently, store repairs are being set up. This only includes simple repair, as staff needs to be trained. Also, stores that are not owned by B&O (franchises) can decide their own prices, as B&O can only advice a customer price. Having one set price for specific repairs in this context could proof difficult. (Christian)

It is a great added value for customers to also have a store visit as an option. Also for more visibility and sales opportunities.

10.4.6 Level 3: complex repairs, repair centre

This service is also currently being set up and is going in the right direction. More communication and clarity about this options is the main challenge at the moment. (Christian)

Also, tracking is a big challenge, as currently there is none, and people don't know where their product is. (Allan)

10.4.7 End of warranty service

With a notification at the end of warranty and the option for a check-up, we can differentiate ourselves from the competitors and really show the luxury side of B&O (Birgit).

Also, with a discount on selected components, there is an extra sales opportunity. (Allan)

10.4.8 Post warranty support

Post warranty, it will be good for the brand and Fixophobia to keep supporting the customer. Of course, by extending the product life, people won't buy a new product, but on the other hand, it creates loyalty and can inspire people to purchase bigger and more expensive B&O products. (also link to data)

10.4.9 General communication

Currently, social media is changing from a focus on the USP's of the product, to more emotional needs of the customer. That is also what this concept is about. So it is important to create a narrative, and spread the same message on all channels.

In order to create something at for instance Formula 1 is difficult, as it also involves Ferrari and they also have all sorts of requirements. For this it would be better to focus on influencers on TikTok or Instagram that have something to do with sustainability or repair, and not just show Charles Leclerc, because he doesn't radiate sustainability.

This concept can be combined with the new Reloved (refurbished B&O products) initiative in terms of marketing. (Allan)

10.4.10 Conclusion

Overall, the feedback confirms that the concept fits well with B&O's current direction. The three levels of care and repair adds clarity, both internally and externally, and elements like the end-of-warranty check-up and post-warranty support were seen as valuable additions. While some app features aren't realistic yet, they are seen as strong next steps. Store and repair centre services are being developed, though tracking and pricing still need work. Communication-wise, the focus is shifting towards emotional storytelling, which aligns well with this concept and offers potential for future campaigns, especially when tied to initiatives like Reloved.

10.5. Conclusion and insights

This chapter confirms that the concept is well-aligned with both theory and practice. The flexibility of the ecosystem makes it suitable for different personas, while emotional incentives and clear structure help overcome key barriers to repair. User testing and survey results showed strong enthusiasm and alignment with the design choices, especially the levelled care and repair system, the end-of-warranty check-up, and low-effort service options. The requirements were met across all themes: brand, sustainability, communication, user alignment, and system design. Finally, the feedback from B&O indicates that while some elements still need development, the concept fits the company's ambitions and could support a meaningful shift in how customers experience care and repair.

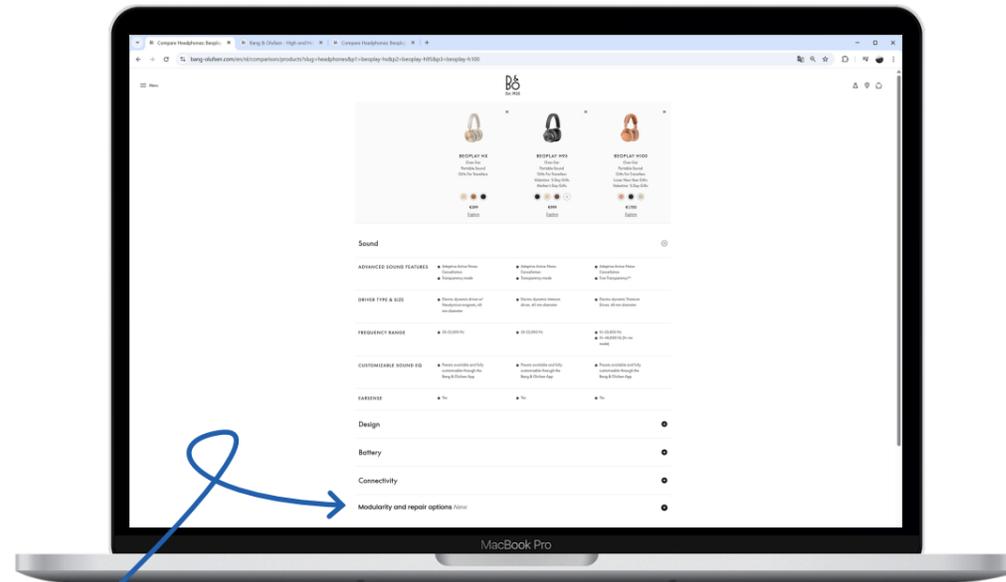
11. FINAL RESULTS

This final chapter presents the outcomes of the project, including prototypes that demonstrate how the key pillars function in practice. It also outlines an implementation plan, and offers a brief reflection on the underlying values.

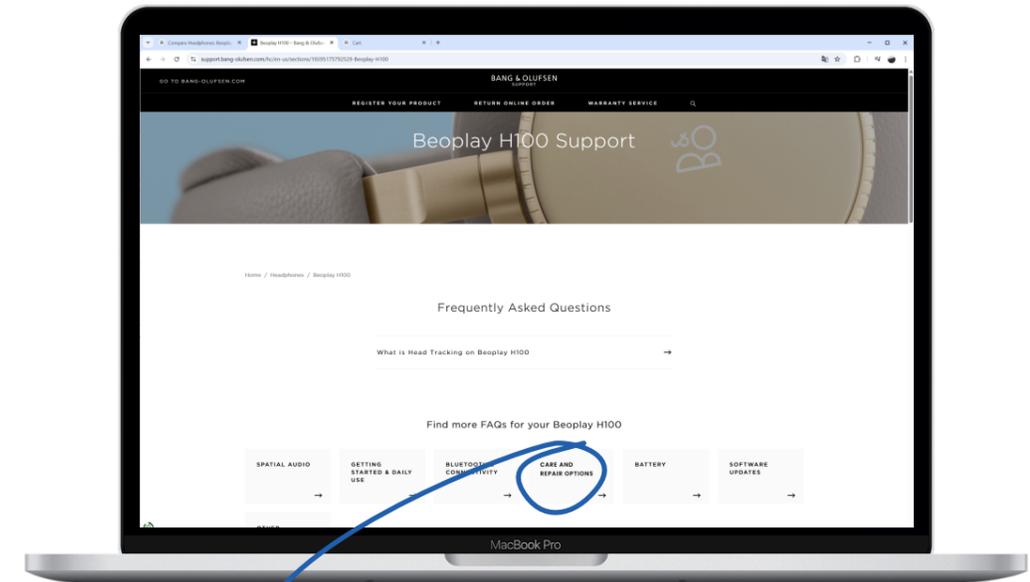
11.1. Prototyping

11.1.1 Inform and purchase

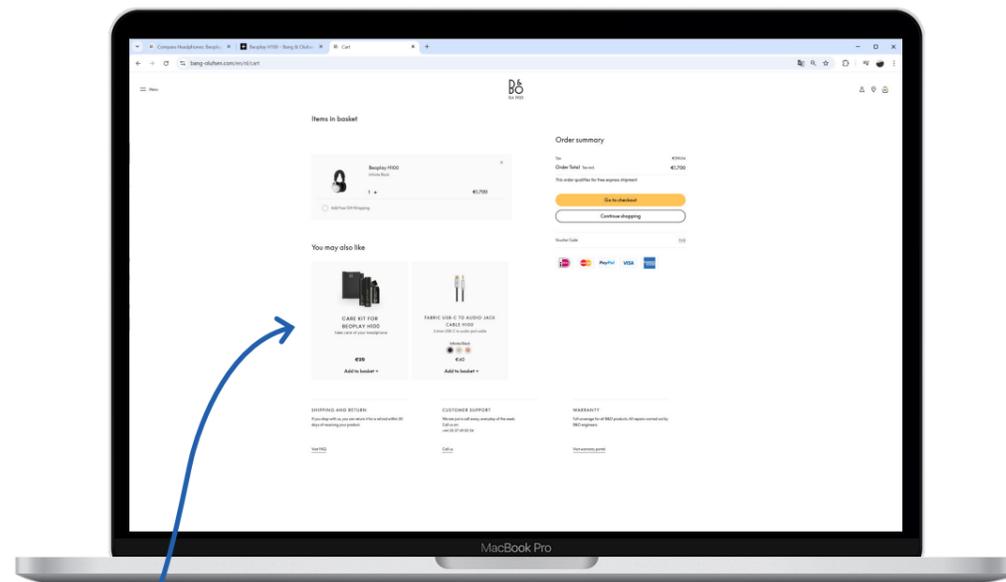
This knowledge is also available in the store, and in the app, not just the website.



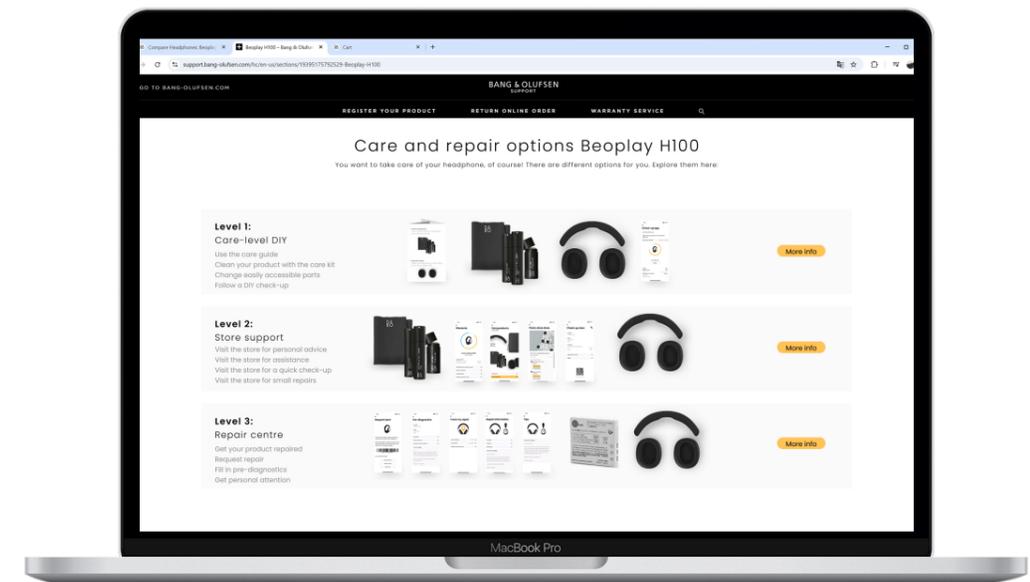
ADDED CATEGORY 'MODULARITY' AS PART OF SPECS LIST, ALSO WHEN COMPARING DIFFERENT MODELS



MAKE CARE AND REPAIR A NORMAL SUBJECT WHEN DISCUSSING SUPPORT



SHOW CARE PRODUCTS DURING THE PURCHASING PROCESS TO SUBTLY REMIND THE CUSTOMER OF THE POSSIBILITIES



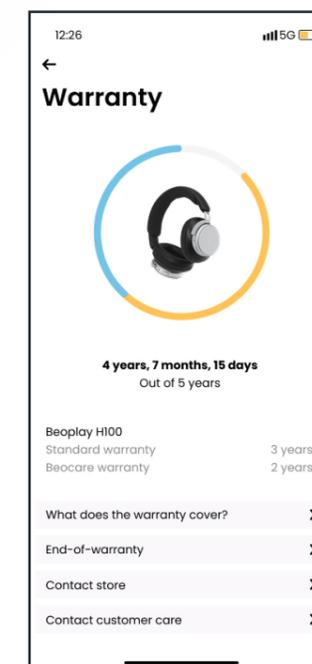
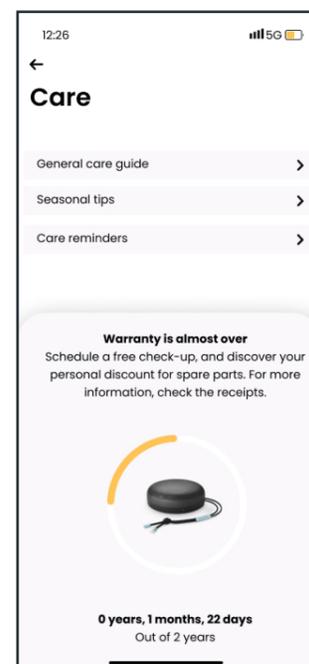
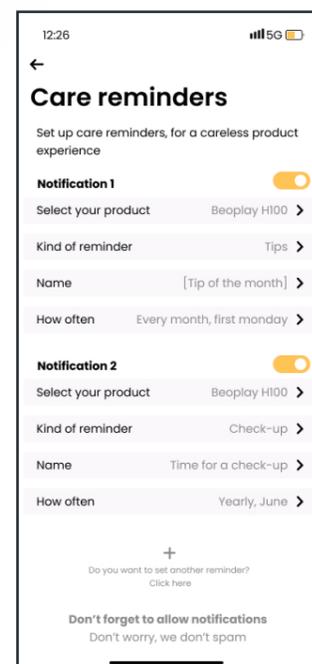
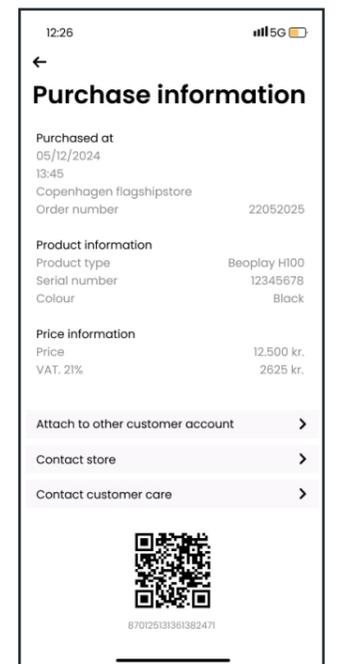
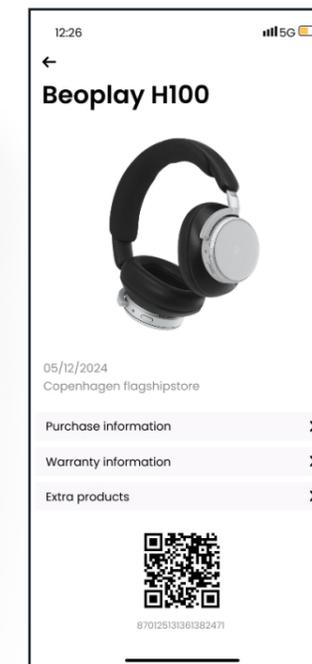
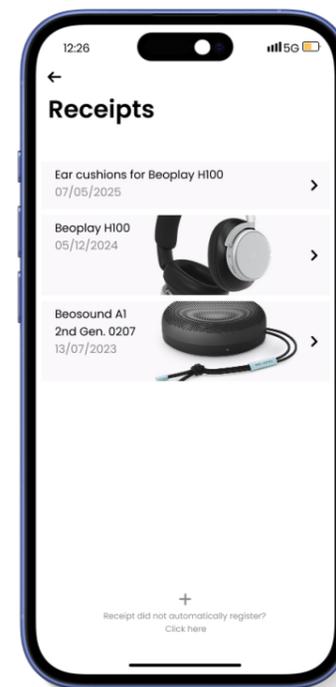
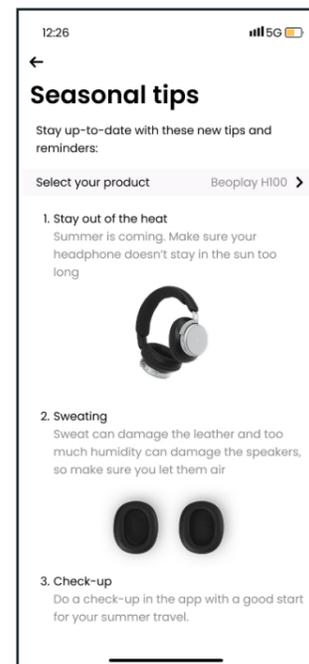
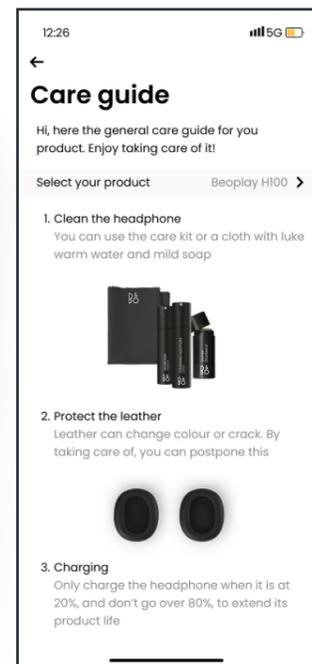
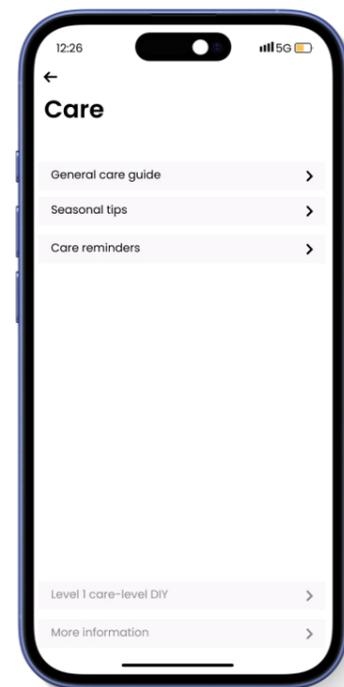
CLEARLY COMMUNICATE THE POSSIBILITIES IN CARE AND REPAIR THROUGH ALL CHANNELS

11.1.2 Own and use

Care and care-support can be found in the app, with reminders, check-ups, care-guides, and other tips.

These things are also available on the website (account), and through email.

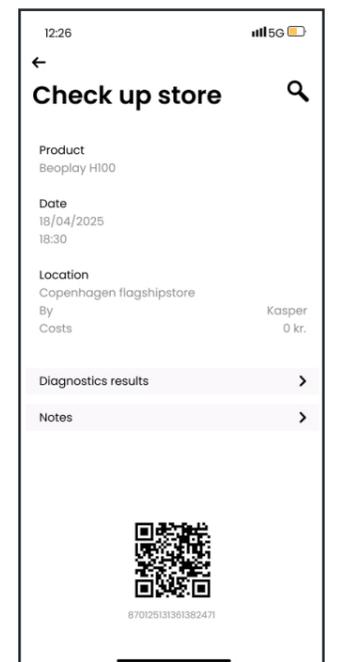
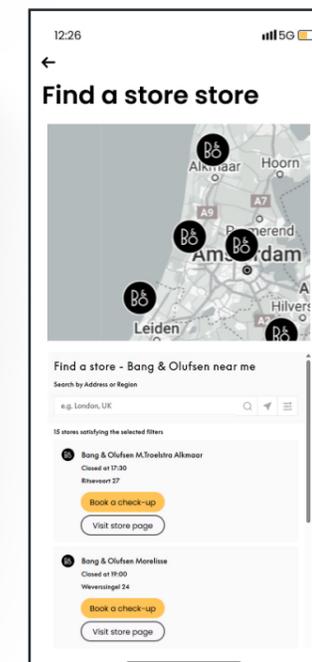
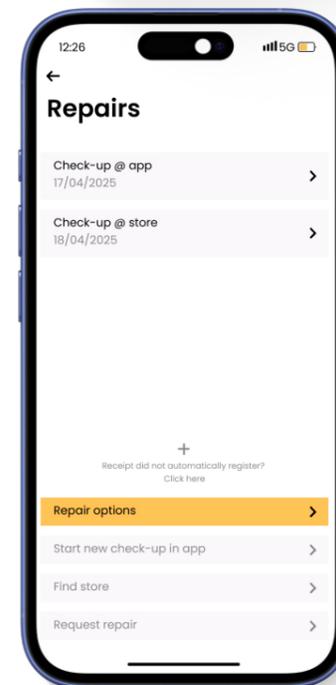
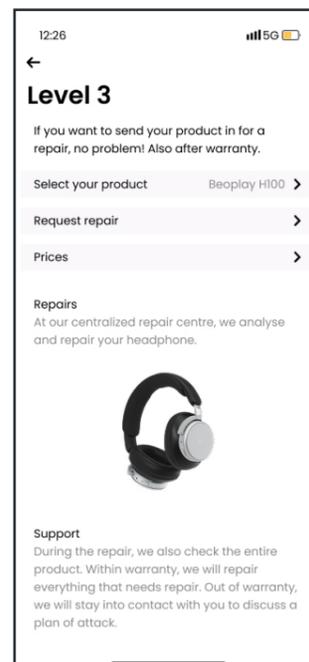
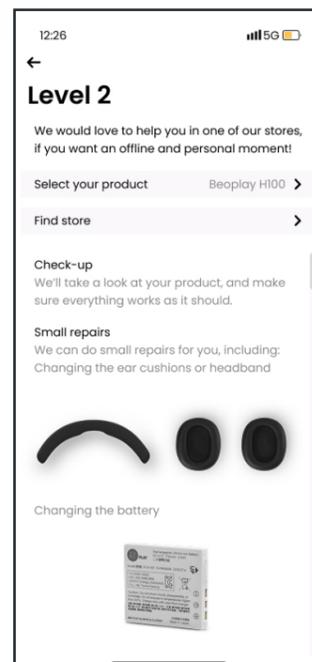
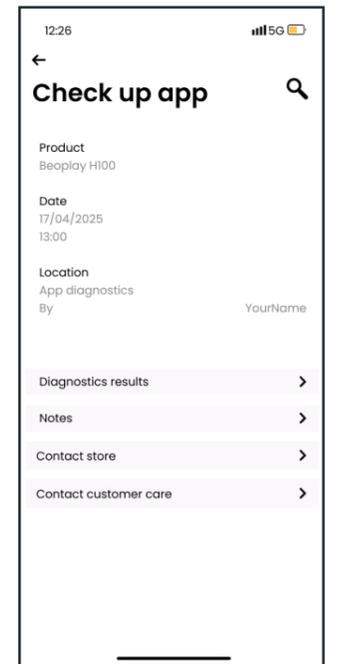
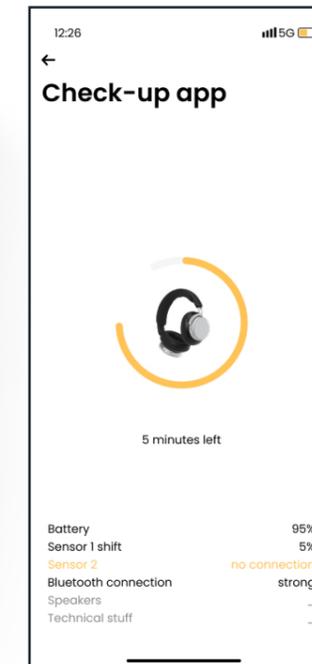
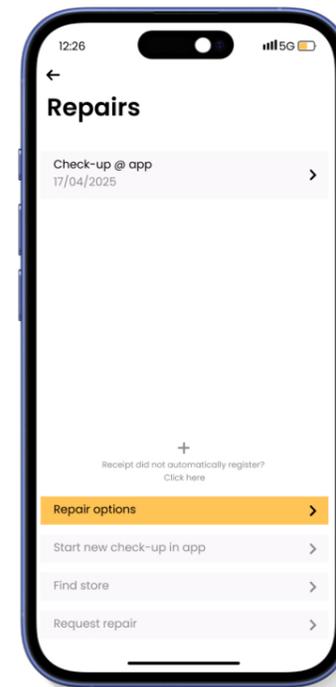
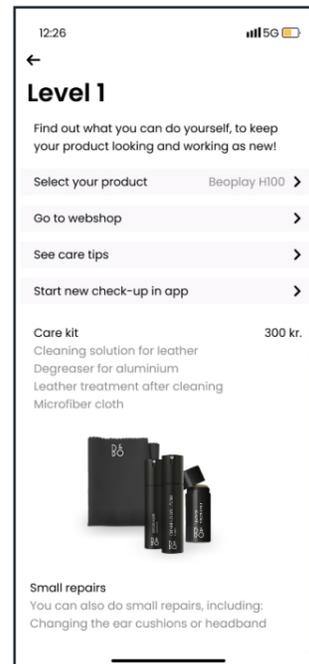
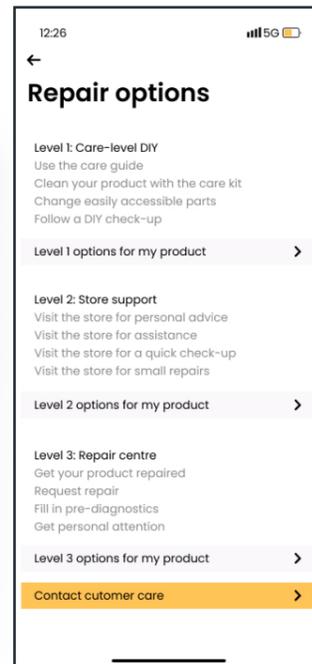
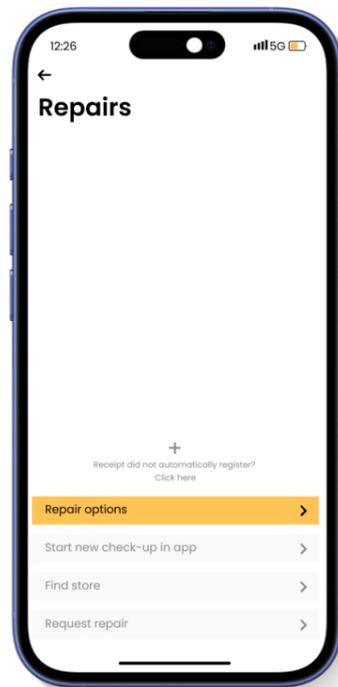
The product receipts also help give insight into the length of the warranty etc., and make it easy to access the receipt when necessary.



11.1.3 Repair

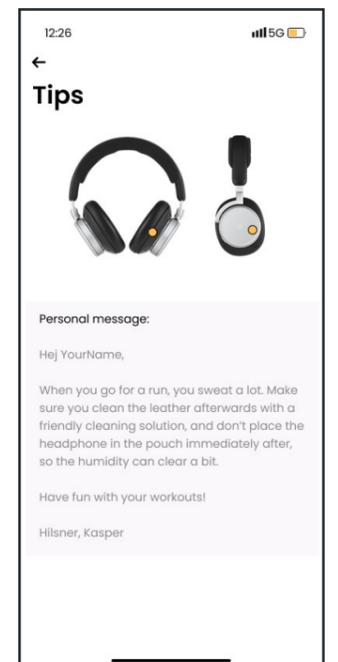
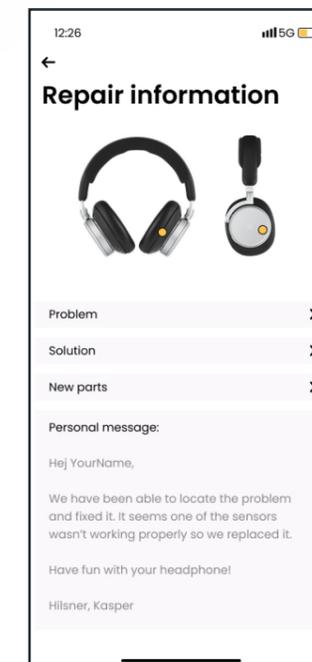
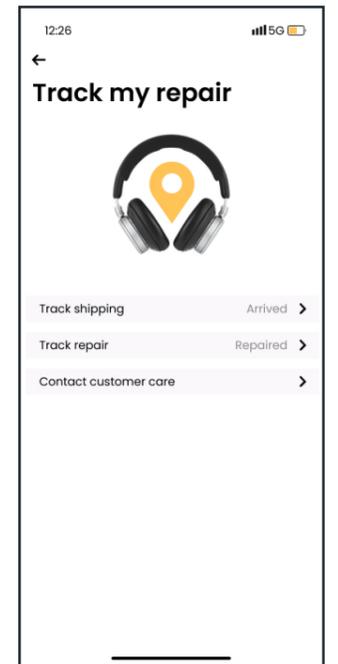
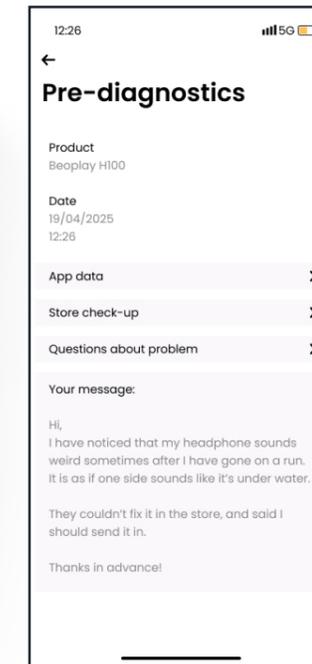
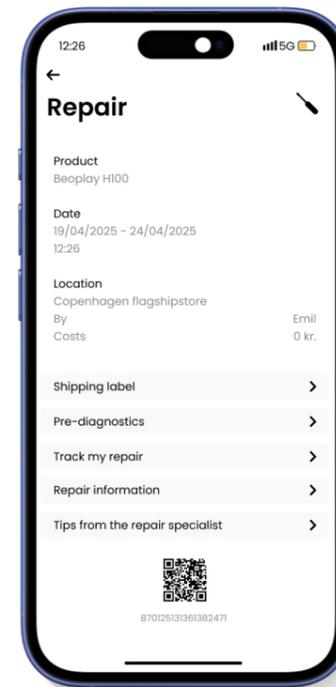
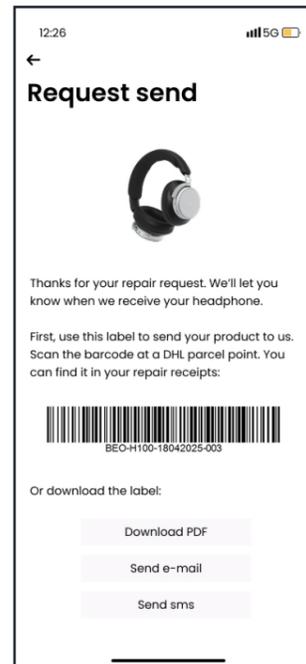
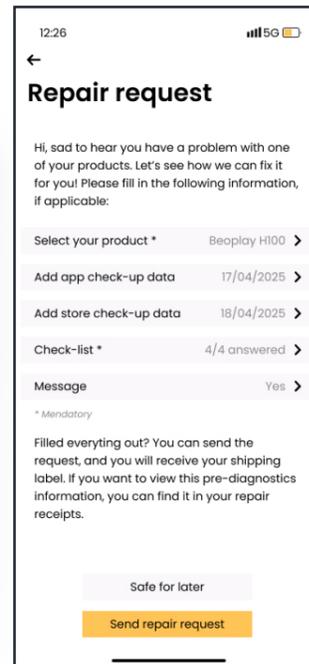
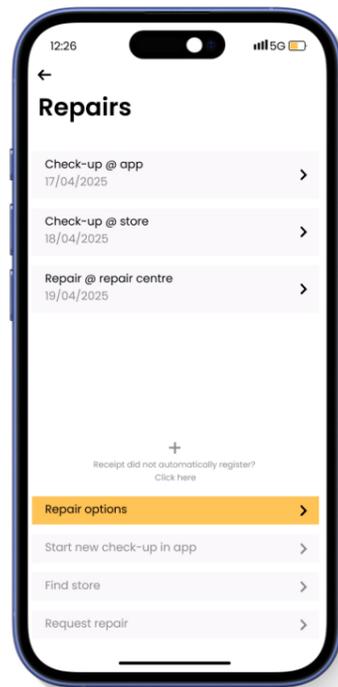
The repair levels are explained on the website, but also in the app, where customers get the opportunity to also immediately act on it.

Level 1 and 2 check-ups can be done or scheduled via the app. All findings are accessible afterwards, and can even be added to a level 3 repair request.



Requesting a level 3 repair can also be done in the app. Simply fill in all information, upload earlier findings from DIY check-ups and/or store check-ups, and send the application.

All information is always visible, including the initial request, tracking, and a personal message from the repair specialist.



The care kit includes simple products with which you can take care of the materials on your headphone. When combined with the guide and tips, it is easy to keep your headphone clean and long lasting.

SMALL TESTER WIPES ARE INCLUDED WITH THE HEADPHONE IN THE BOX AND ARE GIVEN FOR FREE WHEN VISITING A STORE



11.2. Values

11.2.1 Feasible

Feasibility is high for this concept.

The concept is grounded in existing B&O services and infrastructure, which makes implementation realistic. Chapter 8.8 shows how the design builds on what's already in place, like B&O's current repair centres, app infrastructure (not ready yet for addition functions), and service touchpoints, while introducing new layers like proactive check-ups, a leveled care system, and clearer user guidance.

B&O employees are also enthusiastic about the concept, and see the value of it (chapter 10.4).

11.2.2 Viable

Viability is good, depending on how the services are priced and scaled.

From a business perspective, the concept supports long-term customer loyalty, higher product lifetime value, and potential new revenue streams, especially from extended warranties, care subscriptions, and branded accessories. Chapter 10.5 shows that stakeholders at B&O see clear alignment with their brand ambitions, even though some elements still require further development.

A tiered care and repair system allows B&O to segment services based on customer needs, offering convenience to those who want it, and personalization to those who value it. This creates room for optional paid upgrades, without alienating core users.

11.2.3 Desirable

Chapter 5.5 and 10.5 clearly show strong user alignment with the concept. Personas responded positively to the emotional clarity, flexibility, and luxury cues of the system. The survey confirmed that emotional triggers like trust, control, and ease play a bigger role than expected, and users are more willing to repair if it feels empowering, stylish, or seamless.

The low-effort service option for those who don't want to engage hands-on, and the DIY kit with clear guidance for those who do, were both well-received and helped the concept connect with multiple personas. The emotional storytelling and luxury tone (Chapter 4.5) increased perceived value.

11.2.4 Sustainable

Sustainability is a core strategic driver in your project, especially in reframing repair as a desirable default. By promoting longevity through repair, care, and proactive maintenance, the concept directly addresses throwaway behaviour and supports circular goals.

Shifting consumer perception of repair, especially among Gen Z and Millennials who value sustainability in theory but not always in practice, can result in tangible environmental gains. Chapter 3.6 discusses how emotional incentives like guilt, pride, and empowerment can drive meaningful behaviour change.

11.3. Plan of implementation

11.3.1 Scale to other products

One of the strengths of this concept is that it's inherently scalable across different B&O products—without needing to redesign the entire service each time. That's because the system doesn't prescribe fixed actions for specific products; instead, it provides a flexible framework of care and repair levels that can be applied based on the product's features, complexity, and customer profile.

Each product—whether it's a pair of Beoplay headphones, a portable speaker, or a stationary speaker—can be mapped onto this framework by assigning service elements to one of the three care and repair levels. This allows B&O to offer consistency in experience while staying responsive to the specific needs and limitations of different models.

For example:

- A modular headphone might include level 1 (DIY) for cushion replacement, level 2 (in-store support) for battery replacement, and level 3 (repair center) for internal wiring issues.
- A compact speaker could have level 1 for software resets and cleaning guides, level 2 for firmware upgrades or surface part swaps, and level 3 for internal diagnostics.

Because the structure is modular, not prescriptive, it's easy for B&O to:

- Adapt it to new products by mapping the components to the three service levels.
- Adjust it based on regional service capabilities (e.g. if some countries have more in-store support).
- Integrate it into existing customer touchpoints like the app, packaging, or check-up reminders.

This scalable approach ensures that emotional clarity and premium service stay consistent across the brand, while the actual delivery adapts to what's feasible and meaningful for each product. In that sense, it becomes more than just a repair system, it's a strategic backbone for long-term customer relationships across the B&O ecosystem.

11.3.2 Roadmap

Implementation of the concept is spread over 3 horizons, as discussed in 8.7.1 and appendix 17.:

1. Stabilizing existing services: Making sure that the necessary services work like they should, including the store repairs, and centralized repairs at the repair centre. This is also the moment that communication is going to be set up, ensuring everyone will be introduced to the existence of the services.
2. Introducing framework: Levels are introduced in the communication, both in the store, and online. E-mail care suggestions and reminders for end of warranty are introduced, for the early adopters. Also check-ups as a separate service is going to be introduced, combined with the launch of branded spare parts, will already inspire the sentiment of horizon 3.
3. Connecting everything in one overarching, holistic system, where everything can be reached through the app. People can choose how involved they get, but everything is possible.

Implementing this structure for other products will be possible after horizon 3. It would be nice to use the headphone as a pilot product, and pivot based on the findings, and then scale.

Using Europe and headphones for a pilot is smart, as the repair centre is placed in Germany, the factory is in Denmark, and the store density is pretty high.

DISCUSSION

1.1.1 Discussion

This thesis set out to explore how Bang & Olufsen (B&O) could reframe repair obligation towards legislation and the environment, but along the way changed to a natural, aspirational part of luxury ownership. The outcome is a conceptual product-service system for Beoplay products that weaves care and repair into the customer journey in a flexible, emotionally resonant way. The process combined user research, behavioural theory, value mapping, and iterative concept development. Throughout, a key insight emerged: repair is not a neutral technical service. It is personal, value-driven, and context-dependent, and therefore, a design challenge in itself.

The design outcome shows how B&O can maintain its luxury identity while appealing to younger generations who increasingly care about sustainability, personalization, and emotional connection. Importantly, the concept avoids overloading the user with complexity. Instead, it introduces light guidance, value-aligned touchpoints, and repair choices that flex across personas and product types. In doing so, it supports different motivations, from pride and empowerment to security and responsibility, without losing sight of practicality or the brand's premium standards.

The strategic opportunity for B&O lies in making repair feel worthy of luxury ownership, not just allowed, but expected. As EU regulation, consumer expectations, and market trends push brands toward circularity, B&O can lead by embedding care and repair into what it means to own a beautiful, high-quality product. By doing so, the brand reinforces its timelessness, reduces environmental impact, and builds longer-lasting customer relationships.

Yet, the concept's strength, its modularity and flexibility, also raises important design and implementation questions. Who within the company decides what service level a product component belongs to? How is this updated as products evolve or materials change? And how will B&O ensure consistent quality across different service channels, especially in regions with fewer physical touchpoints? These questions underline the importance of strategic alignment between design, product development, and service operations.

1.1.2 Limitations

Several limitations should be acknowledged:

Scope narrowed to Beoplay

While the concept is designed to be scalable, this thesis focused on small B&O products like headphones and portable speakers. Larger or more complex products (e.g. TVs or multi-room audio systems) may require different care pathways, support logistics, or repair incentives.

Time constraints and access

Due to time and access limitations, user testing was limited in size and depth. While the responses were positive and insightful, further testing, especially with real customers across different regions, would strengthen the concept's applicability and reliability.

No integration with full business model

The concept outlines a service framework, but not a detailed implementation roadmap. For instance, cost structures, revenue streams, or operational changes needed to support the repair system were not explored in depth.

Personas are design tools, not static truths

The four personas created are valuable guides for understanding value-driven behaviour. However, in real life, users are more fluid. Many people shift between motivations depending on the situation, product, or emotional state. So while the personas support design choices, they should not be treated as fixed customer segments.

Limited technical depth

The project focused on strategic and experiential aspects of repair. It does not evaluate product engineering, materials, or long-term durability on a technical level, even though these are key to making repair feasible and impactful in practice.

1.1.3 Conclusion

This thesis shows that reframing repair is both a design challenge and a strategic opportunity, especially for a brand like B&O, which already builds products designed to last. By introducing an emotionally engaging, flexible service concept, the project demonstrates how repair can feel personal, empowering, and aligned with modern luxury values.

The final concept offers a scalable system that adapts across product types and personas. It integrates three levels of care and repair, emotional incentives, and brand-consistent communication. Importantly, it bridges the gap between users' stated sustainability values and their actual repair behaviour, something current repair services often fail to address.

For B&O, this concept is not just about adding repair features. It's about embedding care into the ownership experience, reinforcing the idea that a long-lasting product is not only functional, but emotionally and aesthetically worth holding onto.

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