Co-creating and communicating Gorenje's circular business model for washing machines

About Gorenje
Gorenje, a Hisense company, is one of the leading European home appliance manufacturers (8th largest manufacturer in Europe). The vision of Gorenje is to become a world leader in design-based innovations that bring added value to the consumers and simplify their lives. The Gorenje company is headquartered in Slovenia and has more than 60 years of experience in designing and manufacturing domestic appliances. Gorenje sells over 5 million home appliances in 90 countries worldwide under their global brands Gorenje and Asko as well as under their six regional brands Atag, Pelgrim, Upo, Mora, Etna and Körting.

Background
As one of the most environmentally aware companies in Slovenia, Gorenje has implemented diverse sustainability strategies including resource innovations, material innovations, and platform-based thinking. As part of the EU project ReCiPSS, they are now also developing circular business models for washing machines. Through pay per use and leasing models, built-to-last washing machines will be offered to customers on a fixed fee per month or pay-per-wash basis, as an alternative to the classic sales model. Since the company is new to offering services, the challenge is to shape enticing value propositions for customers that highlight the right benefits for users. One of the main points of interest would be the pricing strategy as part of the onboarding of new customers. At the point of purchase, most customers would make price comparisons to the sales price, instead of the total costs of ownership of washing machines, which could make the offer seem unfavourable. Furthermore, co-creation sessions with users revealed several opportunities to extend the service but these need to be shaped and, most importantly, presented in the right way. The graduation project will build on these co-creation sessions, as well as the market analysis and new product development (equipping washing machines to be offered as product-service system), and further the framework for service offerings and the online platform that are being developed within the ReCiPSS project.

Your assignment
Test the current pay-per-wash service offering with potential users, and suggest ways to improve the offer. We ask you to take a long-term perspective: what would a premium 'gold' offer look like (with a brand-new washing machine), and what would a 'silver' or 'bronze' offer look like (with used and refurbished washing machine)? Can you develop customer journey maps for the different offers, and give Gorenje recommendations on how to improve its communication to potential clients, for instance through its website?

What we can offer you:
- Experience to work and test your ideas in international/industrial R&D environment
- Reimbursement of travel costs to Slovenia
- Washing machine for inspiration and award

Keywords: Service design, onboarding of customers, pay-per-use, circular economy, design for experience and trust

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