

A large, stylized graphic of a gear or cogwheel, rendered in a light blue outline, positioned on the right side of the page. The gear has several teeth and is partially overlapping the text area.

# SWITCHING GEAR

TOWARDS CIRCULAR  
BUSINESS MODELS

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# INTRODUCING THE PROJECT

## GUIDING BRANDS TOWARDS CIRCULARITY

The 'Switching Gear' Project is a journey of 2 years and is funded by the C&A foundation. It connects a multi-disciplinary team of circularity experts, design thinkers and researchers to lead 6 brands through an innovation process aimed at successful circular business model adoption, thereby contributing to an industry shift towards circular consumption models. For this project there will be an exclusive focus on re-commerce and renting/leasing business models.

## THE POTENTIAL OF CIRCULAR BUSINESS MODELS

The focus on re-commerce and renting or leasing business models was chosen due to the enormous potential these models can have to reduce the environmental impact of the industry.

Moreover, driven by shifting consumer attitudes, the market for re-commerce and clothing-as-a-service is growing and existing concepts are gaining traction.

**Reducing the environmental impact while satisfying the consumers desire for newness.**

Circle Economy will design a Circular Innovation Process that empowers brands to uncover and overcome the internal and external barriers they face towards the implementation of circular business models.

BE RECOGNISED  
AS AN INDUSTRY  
FRONTRUNNER

# MEET THE TEAM

**SIMONA NEGRO**

*Organisational change*



Simona is an Associate Professor at the Copernicus Institute of Sustainable Development, Utrecht University. Her research studies the underlying processes that trigger the success or failure of sustainable innovations such as circular economy, in order to identify strategies that contribute to the dynamics of innovation systems.

**DENISE REIKE**

*Innovation Management*



Denise is a Junior Assistant Professor and PhD Candidate at the Copernicus Institute of Sustainable Development. Her research studies the collaborations within and between organisations in designing circular business models, specifically how different actors in an innovation process relate and interact to enable business model innovation.

Simona and Denise will analyse the important soft-factor collaboration that is necessary in accelerating circular business models, as well as the perceived drivers and barriers that fashion brands experience during implementation.

**JEAN-CASIMIR MORREAU**

*Design Thinking & Leadership development*



Casimir is an expert in facilitating creative sessions and coaching entrepreneurs and teams on innovation, strategy, and culture. He also teaches Brand Strategy and leadership at the Amsterdam Fashion Institute. Casimir has an MA in interactive design and has mastered the art of facilitation through programmes like Hyperisland and Kaospilots.

Casimir will facilitate several design thinking masterclasses and work with the teams to foster organisational learning and develop innovation mindsets.

**GWEN CUNNINGHAM**

*Circular fashion & Textiles*



Gwen leads Circle Economy's Textiles Programme and is the Sustainability Coordinator at the Amsterdam Fashion Institute. In both roles, her focus is in the design and execution of cutting edge initiatives focused on increasing the circularity acumen of brands, educators and students. Gwen's passion lies in developing new knowledge, tools and processes that can successfully guide organisations and individuals in transforming circular intent to action.

Hélène is a circular textiles expert, driven by the mission to develop new approaches that contribute to a circular, zero waste textile industry. In 2014 she founded the Circle Textiles Programme at Circle Economy and for the past 3 years has been working as an independent associate of the Circle Textiles Programme, leading on several key projects.

**HÉLÈNE SMITS**

*Circular fashion & Textiles*



Hélène and Gwen will co-manage the circular innovation programme and as experts on circular economy, they will work with the teams to develop an in-depth and actionable knowledge of circular business models in fashion, and guide the design and launch of pilots.



**We believe the circular fashion revolution will only happen when we implement circular business models.**

# INTRODUCING THE MASTERCLASSES

## THE AIM

The Switching Gear Project aims to support brand task teams in developing, launching and scaling a new circular business model by guiding them through a series of tailored masterclasses.

The project consists of 6 full day masterclasses, hosted every quarter at inspiring locations in Amsterdam. The masterclasses are a mix of plenary sessions with all 6 brand task teams and targeted breakouts with individual task teams. Between the quarterly masterclasses, we will host online 'scrums' to keep all teams on track.



## MASTERCLASS ELEMENTS

Masterclasses are designed and led by a team of circular economy and design thinking experts, with keynotes from topic-specific experts and frontrunners. All masterclasses will encompass 4 key fundamentals:



# START THE JOURNEY

# PILOT LAUNCH

## QUARTER 2

# 1



### CIRCULAR ECONOMY CIRCULAR LEADERSHIP "IT STARTS WITH YOU"

This masterclass will explore the mindset and skill set needed to come together as a team on this journey, break down buzzwords and seek to answer the question: how should we think about circularity? You will receive theoretical and practical training on the circular economy, including key principles and strategies using Circle Economy's 7 elements Framework.

#### OUTCOMES

- You have a common and foundational knowledge of the circular economy, circular textiles industry and Circle Economy's 7 element's DISRUPT strategy framework, as a means to achieve impact.
- Your team understands how to create a common alignment, commitment and direction and drive innovation within your organization.
- You are inspired and motivated and have clarity on the journey ahead.

## QUARTER 3

# 2



### CIRCULAR BUSINESS MODELS THE CIRCULAR TEAM "IMPLEMENTING INNOVATION"

This masterclass will explore the creative edge of circular business innovation, and re-align the team on their journey. We'll look at common barriers for change in organisations, and how to invite colleagues into the process. You will receive theoretical and practical training on Circular Business Models, specifically examining Rental and Re-commerce Business Model Archetypes and how they differ/compare in terms of impact, organisation and implementation.

#### OUTCOMES

- You have an in depth understanding of circular business models in fashion, including the impact and operational considerations related to reuse and rental archetypes.
- Your team is equipped with a range of methods for opportunity-spotting, user research and insight generation, which are used to frame your circular challenge in a clear and compelling way.
- You understand how to be a leader of change. Deal with organisational obstacles, and not shy away from ambition.

## QUARTER 4

# 3



### BUSINESS MODEL SPRINT CIRCULAR IDEATION "CO-CREATING THE CONCEPT"

This masterclass will help you to solve your circular challenge, by generating creative solutions that fit the market and right customer. To start this we will run a one full day Circular Sprint, to design early concepts and prototypes. We will plan how and what to test with real users in order to learn and refine potential re-commerce and rental solutions that match your brand.

#### OUTCOMES

- You have a deeper understanding of the various user needs and operational considerations which will influence the design of your circular business model concept.
- Your team will be equipped with the methods and techniques needed to develop assumptions and hypotheses and from there, design prototypes to test these.
- You are connected with a community of experts, frontrunners and potential solution providers.

## QUARTER 1

# 4



### BUSINESS MODEL SPRINT CIRCULAR MVP "PRACTICE OVER THEORY"

This masterclass will enable you to hone in on the highest potential concept and move towards the launch of a Minimum Viable Product (MVP). You will discover how different business models and implementation approaches can impact the survival of your idea and explore methods for proving it's value and market fit. You will discover how users respond to your solution and explore how to strategically evolve it to meet their needs.

#### OUTCOMES

- You have an understanding of the financial and market implications of your circular business model concept, and a knowledge of the partners necessary for implementation.
- Your team is equipped with the methods and techniques needed to design and build a viable MVP.
- You are connected with a community of experts, frontrunners and potential solution providers.

## QUARTER 2

# 5



### BUSINESS MODEL SPRINT INTERNAL SPRINT SESSION "CO-CREATING THE OWNERSHIP"

This internal masterclass will propel your solution forward, by engaging key supporters within your brand. You will present your circular business model pilot to your wider team, in order to receive and integrate their feedback into an execution plan (incl. service blueprint mapping of frontstage and backstage actions, customer journey etc). You will also define Key Performers Indicators, to track and measure success throughout the pilot.

#### OUTCOMES

- You have an increased engagement and buy-in from internal teams on the pilot design and execution.
- Your team is equipped with the methods and techniques needed to test the MVP, gather and integrate feedback toward the execution plan.
- You are equipped to pitch your solution in a compelling and convincing manner.

## QUARTER 3

# 6



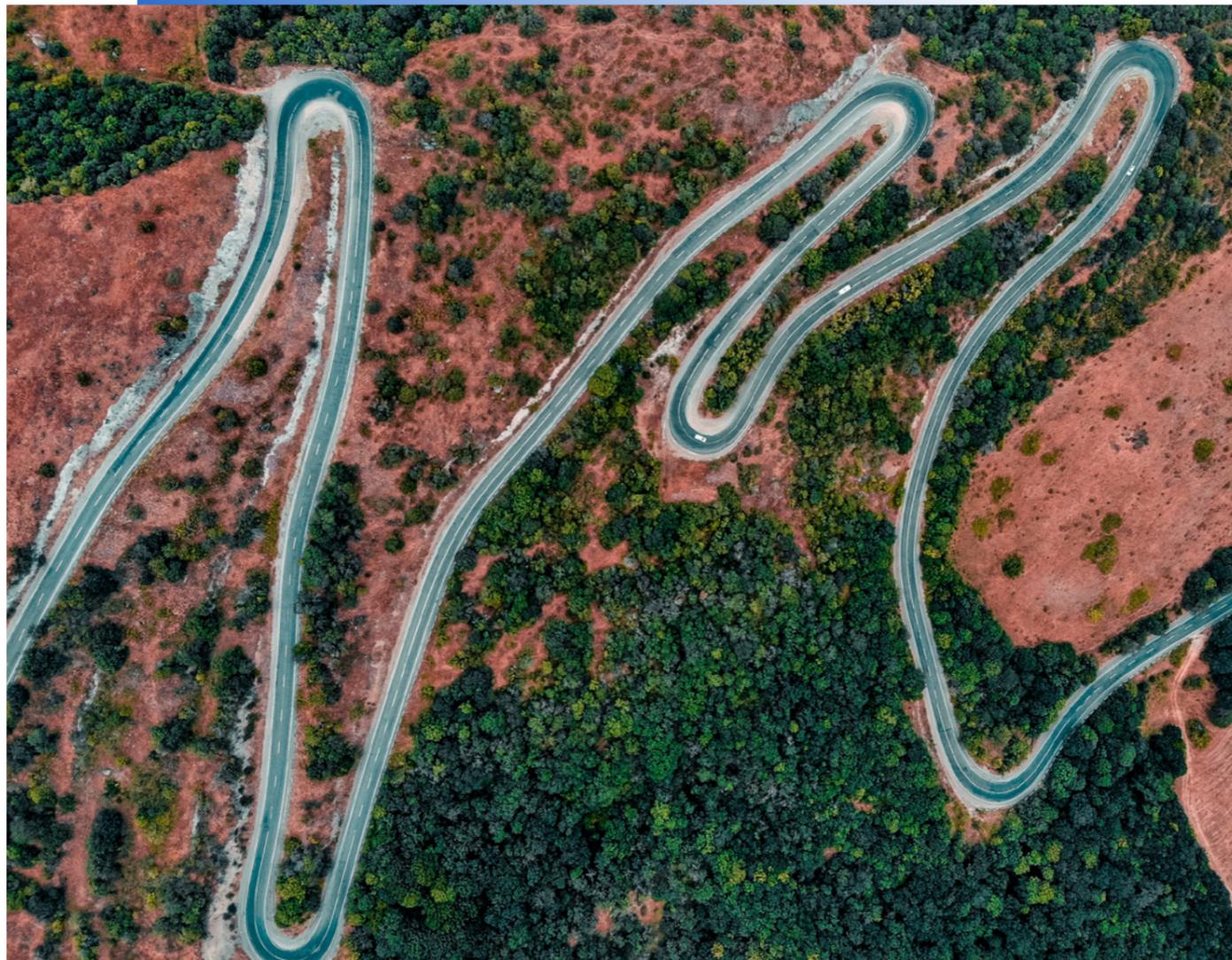
### BUSINESS MODEL SPRINT CIRCULAR ROADMAP "MOVING FORWARD"

This masterclass will focus on the long term sustainability of your circular business model pilot. You will learn how to create a roadmap for development and will explore ways to embed the mindset for circular innovation within your organisation to support continuous innovation long after this project. You will receive theoretical and practical training on circular branding and marketing, in order to determine the correct messaging and channels for your pilot.

#### OUTCOMES

- You have an understanding of how to implement the pilot execution plan in practice and ensure the long term sustainability of the work going forward.
- Your team is equipped with the methods and techniques needed to build a relevant and innovative pilot communication plan.
- You are empowered to take the steps necessary to launch your pilot.

# PILOT READY TO BE LAUNCHED!



## PREFERRED PROFILE FOR PARTICIPATING BRANDS AND BRAND TEAMS

In the process of selecting the participating brands we aim to include a group of brands that are not direct competitors in the same market. The aim is to create a mix of brands of different sizes (Multi-national Corporation and Small Medium Enterprises) operating in different markets (eg. luxury, occasion wear, outdoor, kids/baby, fast fashion, lifestyle).

Each brand will select internal champions and talent to participate. We will work with you to make this selection, as the final team (maximum 5) should represent multiple relevant departments (eg. design/product development, csr, innovation, finance, marketing).

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## WITH THANKS TO C&A FOUNDATION

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