

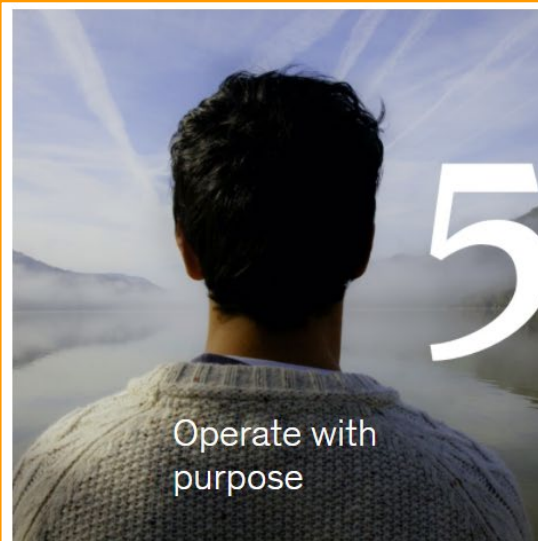
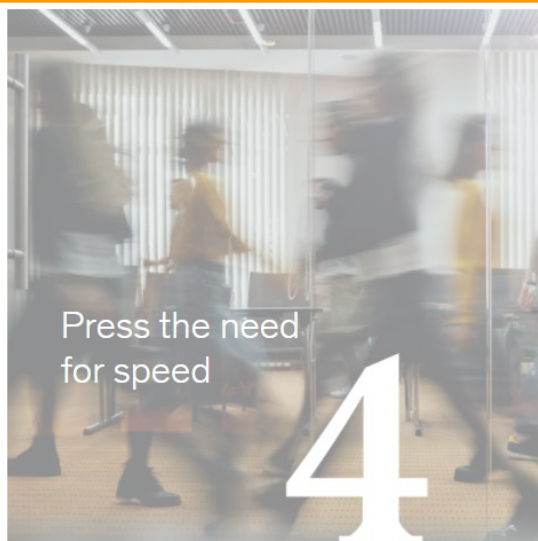
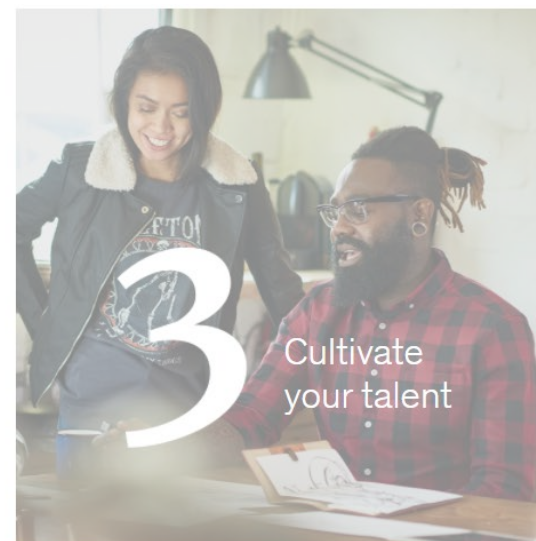
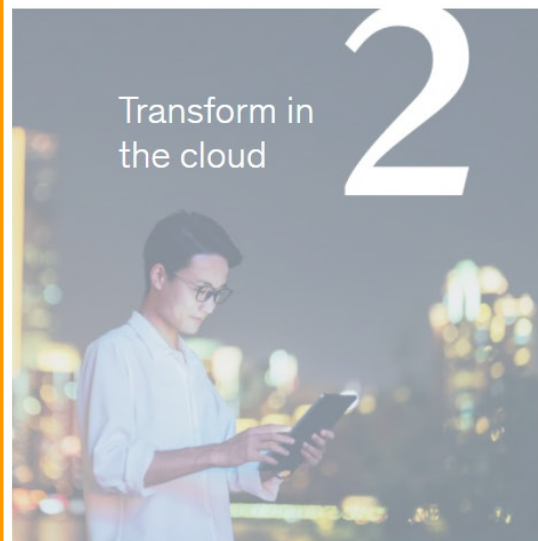


zühlke
empowering ideas

Roundtable Kreislaufwirtschaft

Sustainability Circle, 9. Februar 2022





What matters most?
Five priorities for CEOs in the next normal

**McKinsey
& Company**

[Source](#)

Ihre Gastgeber heute



BMI  **Lab**

Managing Innovation Consultant &
Circular Economy Lead

Richard Stechow



Senior Business Solution Manager
Focus: Sustainability Innovation

Dr. Moritz Gomm

In a Seminar:

“What would you do if you were responsible for taking back all the products you sold?”

Long silence, then someone answered "I'd quit."

Richard Stechow
CE Lead BMI Lab

Video-Konferenz



- Während dem Vortrag bitte **Mikrofone und Kameras aus**.
- **Fragen** für den späteren Austausch bitte im Chat notieren.
- **Verständnisfragen** bitte direkt über Mikrofon stellen.
- Bitte am Anfang immer kurz **Firma & Position** sagen.
- **Nur die Vorträge werden aufgezeichnet**, die Diskussionen im Anschluss nicht.
- Die **Folien** erhalten Sie im Nachgang.



Roundtables 2022

09.02.	Kreislaufwirtschaft
16.03.	Nachhaltigkeits-Reporting & Ratings
27.04.	Transparenz / Digitaler Produktpass
25.05.	Waste Management
06.07.	Nachhaltigkeits-Kommunikation
14.09.	Sorgfaltpflichtsgesetz & Lieferkette
19.10.	Nachhaltige Förderprojekte
23.11.	Regularien & Normen

Impulse 2022

19.01 Impact-Startup Pitch Event

26.01 Sustainability Assessment

Live-Event in Mörfelden
(Frankfurt/Main) bei



Circular Economy

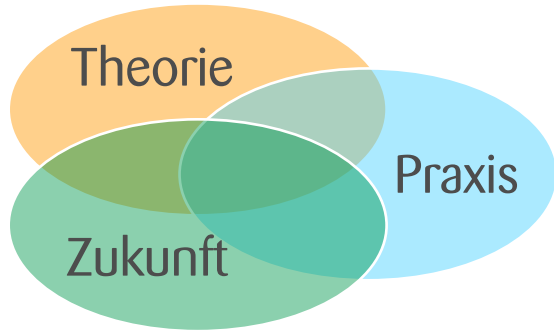
11.05 EU Taxonomy

22.06 Recycling

20.07 2. Impact-Startup Pitch Event

28.09 Bio-Komposite

Agenda (9-12 Uhr)



Impulsvortrag (30 Min.)

Praxis Case-Study (25 Min.)

Startup-Pitch (15 Min.)

Pause

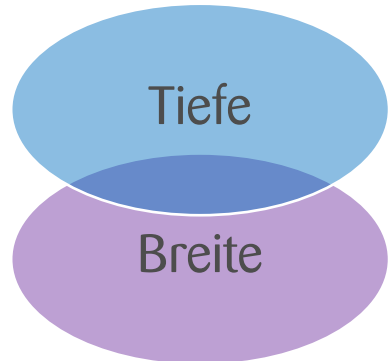
Breakout-Sessions:

1. Was sind die unternehmensinternen Hindernisse für zirkuläre Geschäftsmodelle?
2. What way of working will inhibit circularity the most and how could we work around that?
3. Was sind Vorteile und Herausforderungen bei der Einführung von Abos für meine Produkte?

Fabian Takacs (Uni St. Gallen)
Research Associate

Jeroen de Kempnaer (Philips)
Senior Manager and Advisor von Philips

Velipekka Kuoppala (Fairown)
Chief Strategy Officer



Vorstellung der teilnehmenden Unternehmen

Bisherige Teilnehmer

Consumer Products



BRAUN



Industrial Products



**BRÜCKNER
GROUP**



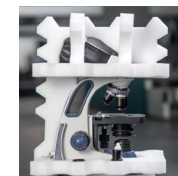
Building Products



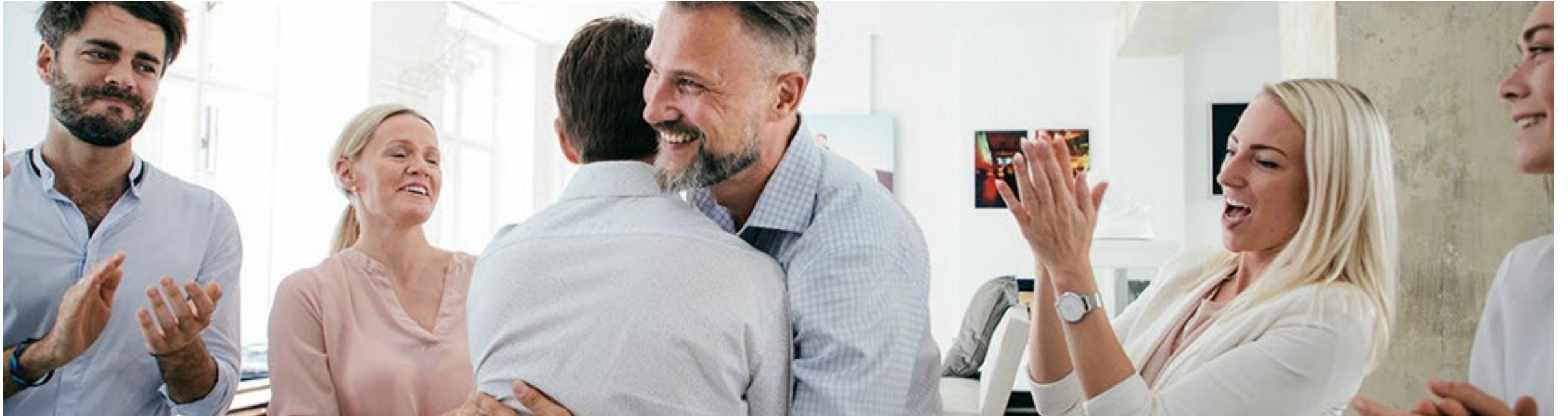
Medical Products



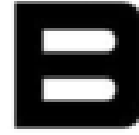
Components & Services



Fundermax



Unsere neuen Gäste



Mitarbeiter > 2.400 (2020)
Umsatz > 715 Mio. €

Bzgl. Sustainability

- Hauptmotivation für das Thema
- Organisatorische Verankerung

BRÜCKNER
MASCHINENBAU



Einzigartige
Folienstrecktechnologien

BRÜCKNER
SERVTEC



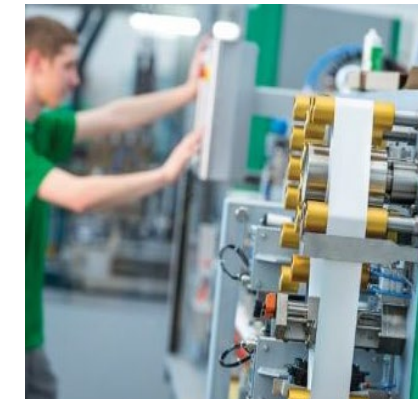
Höchste Verfügbarkeit
der Anlagen

KIEFEL
TECHNOLOGIES



Erstklassige Maschinen
zum Fügen und Formen
von Kunststoff

PACKSYS
GLOBAL



Innovative Maschinen für
Tuben und Verschlüsse
aus Kunststoff

Facts & Figures:

- Geschäftsführung:
Gernot Schöbitz (Unternehmenssprecher) & Arnulf Penker
- Umsatz: rund 430 Mio. EUR
- Mitarbeiter: mehr als 1.400 weltweit
- Unternehmenssitz: St. Veit an der Glan, Kärnten
- 80 % der Produktion gehen in Export



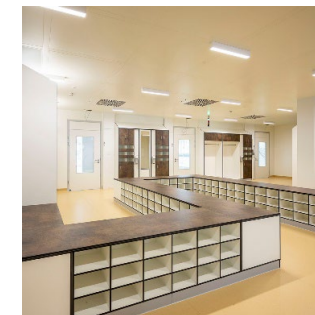
Kompaktlamine

Max Compact
Exterior
m.look



Kompaktlamine

Max Schichtstoffplatten - HPL
Max Compact Interior
Max Resistance²
m.look



Materialien auf Holzbasis

Star Favorit
Premium Star
Homogen – Spanplatten
Biofaser

IPONTIX Geschäftsfelder

Bzgl. Sustainability

- Hauptmotivation für das Thema
- Organisatorische Verankerung

EIGENKAPITALBERATUNG
MERGERS & ACQUISITIONS
FREMDKAPITALBERATUNG
KAPITALMARKTBERATUNG
SERVICES / BEWERTUNG

Beratung in M&A und Unternehmensverkauf
Finanzierungs- und Kapitalstrukturberatung
Strategieberatung
Beratung von Familienunternehmen

Bzgl. Sustainability

- Hauptmotivation für das Thema
- Organisatorische Verankerung

Clairfield AG

- 25 Landesgesellschaften weltweit
- 300 M&A und Corporate Finance Berater





Bystronic AG

Umsatz > 936 Mio. €

Mitarbeiter > 3.000

Bystronic Geschäftsfelder

Bzgl. Sustainability

- Hauptmotivation für das Thema
- Organisatorische Verankerung



elobau GmbH & Co. KG

Umsatz: > 115 Mio. €

Mitarbeiter: > 1.000

Nachhaltigkeit:

- Klimaneutralität
- Stiftungsunternehmen
- Nachhaltigkeit in Organisation verankert



Bedienelemente



Maschinensicherheit



Füllstandsmessung



Sensorik

Impuls-Vorträge



University of St.Gallen



Impulsvortrag: Roundtable Kreislaufwirtschaft

09.02.2022

Fabian Takacs

Institute of Management & Strategy (IfB-HSG)

Fabian.Takacs@unisg.ch

*“From insight
to impact”* 

Was würden Sie heute anders machen, wenn Sie für die Rücknahme aller von Ihnen verkauften Produkte verantwortlich wären?



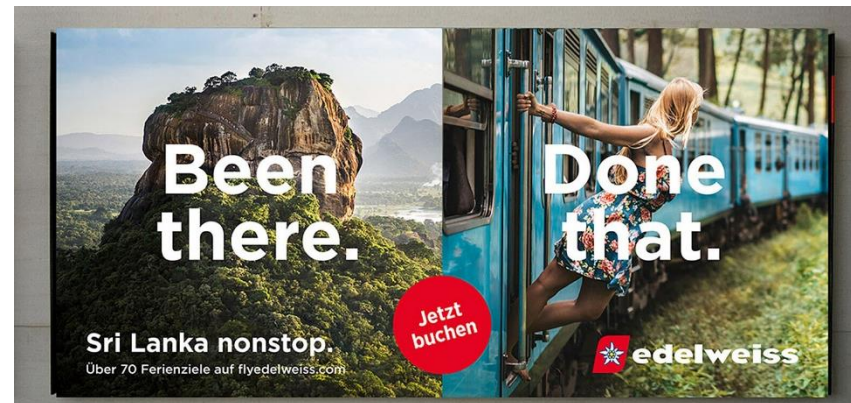
Welche Unfall-
Wahrscheinlichkeit nehmen
Sie in einem Flugzeug in Kauf?

$<0.00000001 \text{ 1/h}$

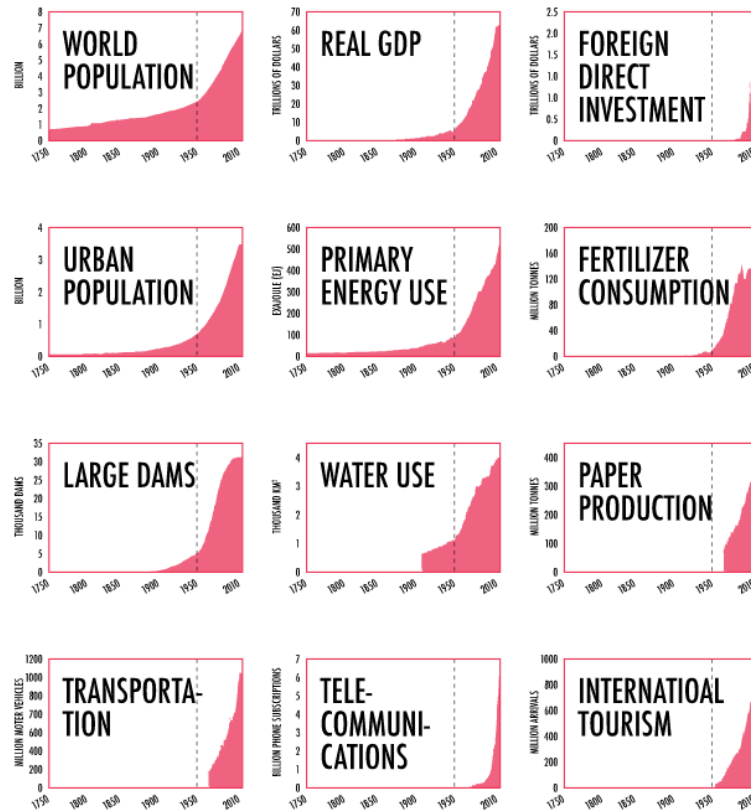
Zur Zeit: 60-80% Wahrscheinlichkeit, dass die 1,5-Grad-
Celsius-Grenze überschritten wird (Pariser Abkommen)



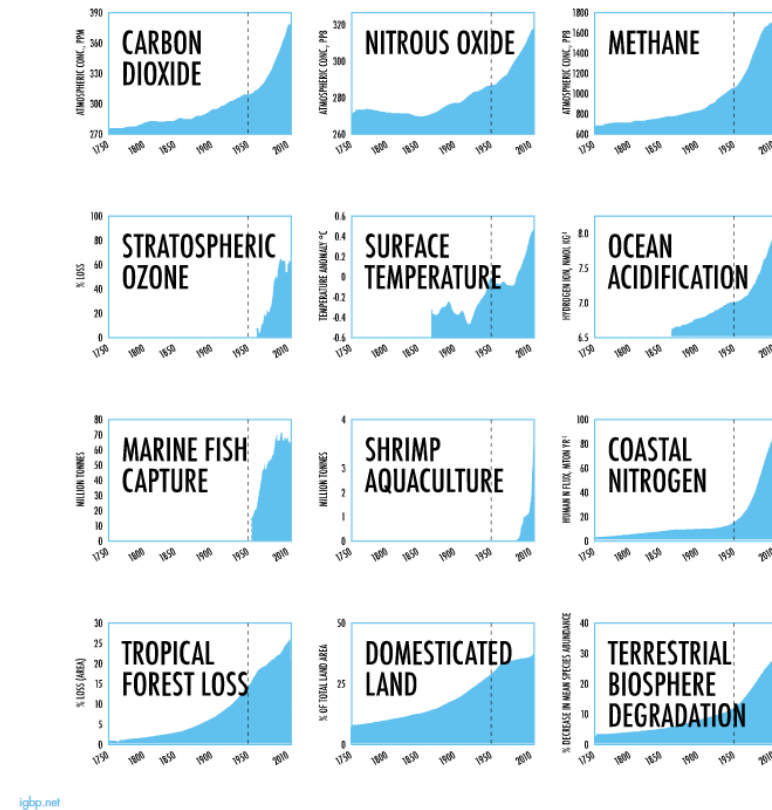
Wir haben alle einen Zugang zur Nachhaltigkeit...



Big Picture

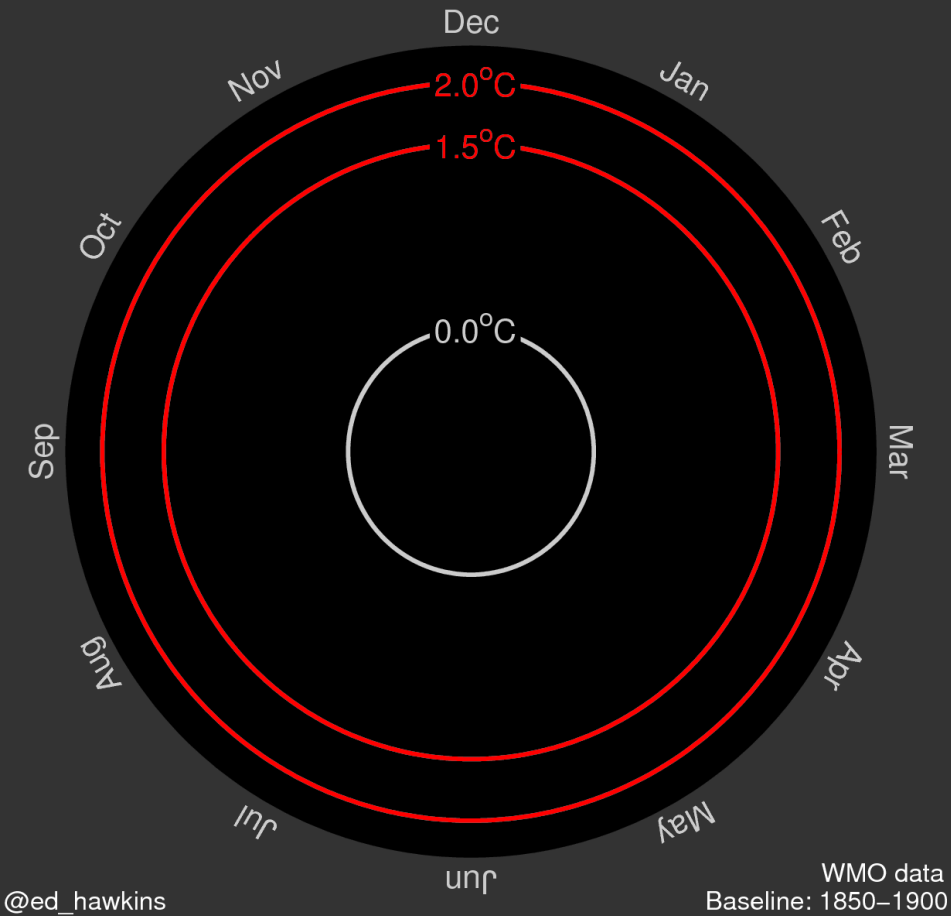


Socio-economic trends



Earth System trends

Global temperature change (1850–2018)





Ressourcenausbeutung



Umweltkatastrophen



Treibhausgas-Ausstoss



Biodiversitätsverlust



Pandemien durch
ökologische Zerstörung



Nachhaltigkeit ist **KEIN** Megatrend, sondern eine existentielle Notwendigkeit

Dr. Rüdiger Fox, Sympatex Technologies GmbH



Veränderung?

...by Design

...by Disasters

Was ist der Unterschied zwischen Nachhaltigkeit erhöhen und nicht nachhaltiges Verhalten reduzieren?



Die Reduktion von nicht-nachhaltigen Aktivitäten führt zu anderen Ergebnissen als die Erhöhung von Nachhaltigkeit.



Dekarbonisierung



Kreislaufwirtschaft



Suffizienz

Holistische Betrachtung der Nachhaltigkeit

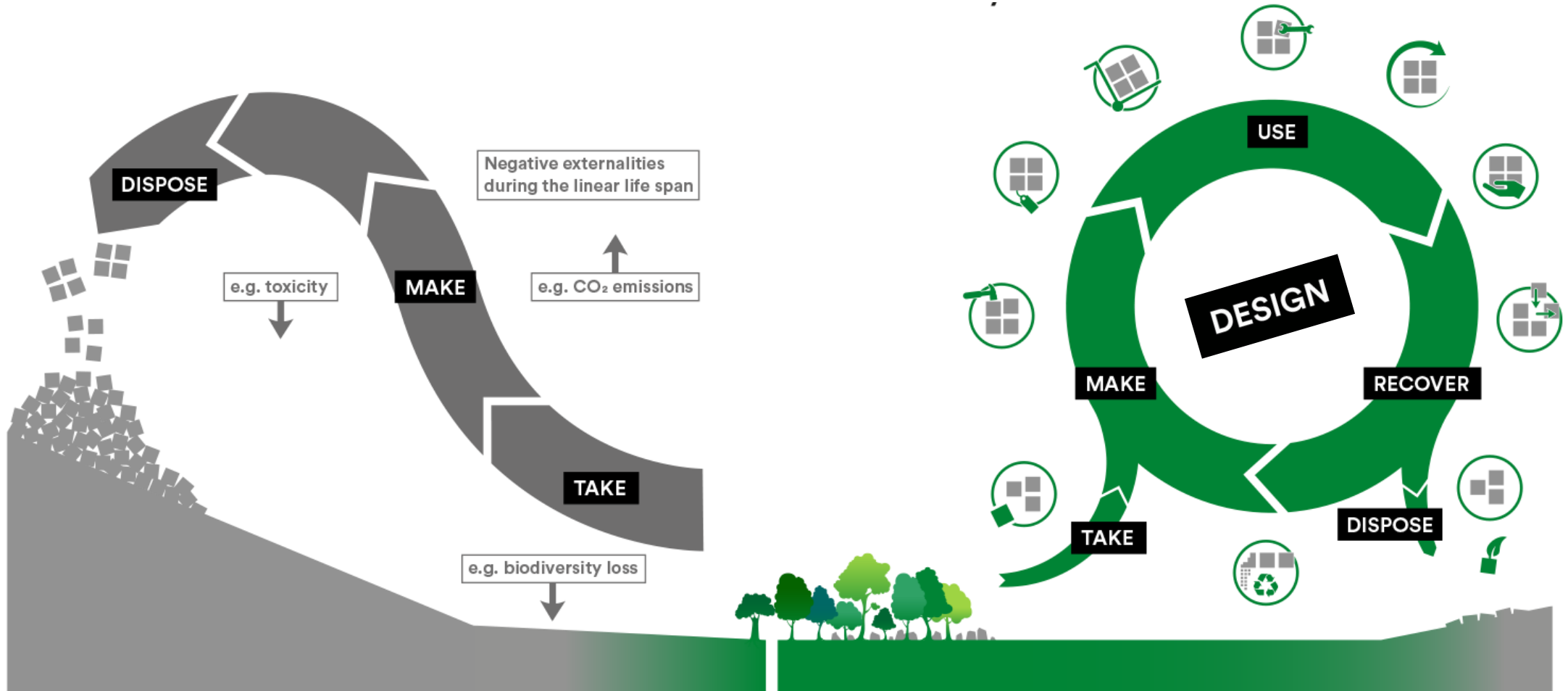


inform

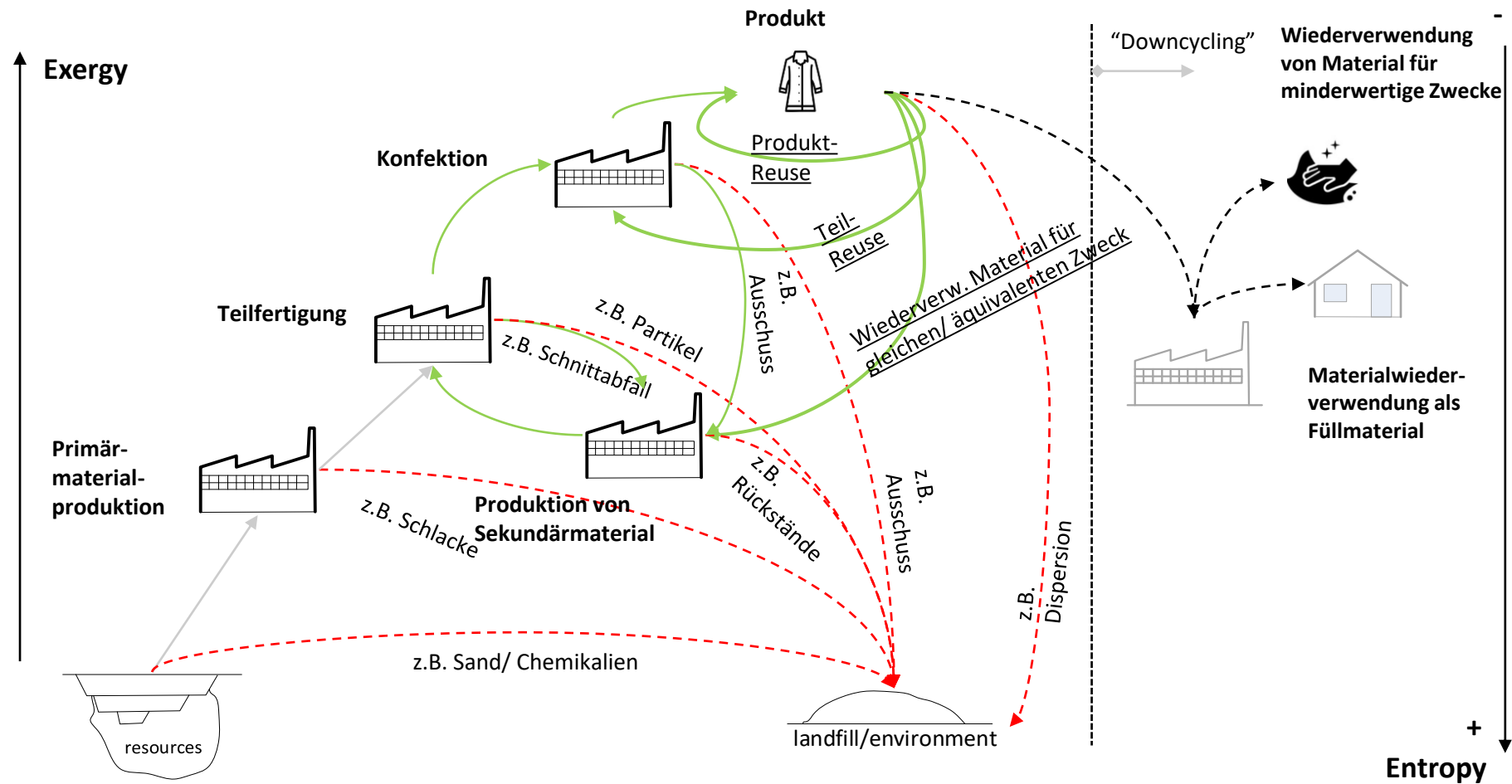


**KALUNDBORG
SYMBIOSIS**

Von der Linearität zur Kreislaufwirtschaft



Ganzheitliche Betrachtung der Kreislaufwirtschaft: Technische Sicht



Quelle: Desing et al. (2020)

Warum sollten Unternehmen auf die Kreislaufwirtschaft setzen?



1. **Ressourcenabhängigkeit** reduzieren (Supply Chain Risiken, Knappheit etc.)
2. Anpassung von **Regularien**
3. **Konsumentenverhalten** verändert sich
4. **Differenzierungspotential** am Markt
5. Auf der **Lernkurve** nach oben rutschen
6. **Mitarbeitermotivation** und Rekrutierung
7. **Ein Teil** der nachhaltigen Veränderung zu sein



Wie lassen sich
Kreislaufwirtschaft und...

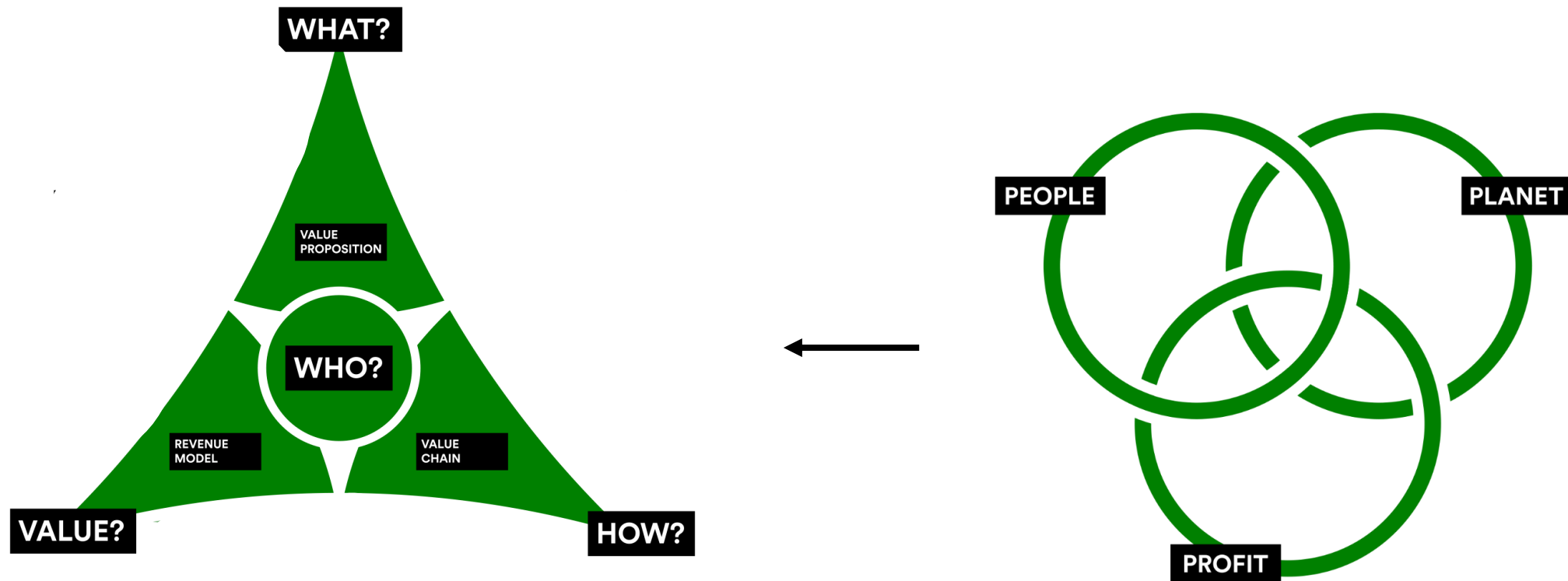


...Geschäftsmodell-Innovation
kombinieren?



VITSOE Design Dieter Rams

Das Geschäftsmodell und sein Einfluss auf die Umwelt

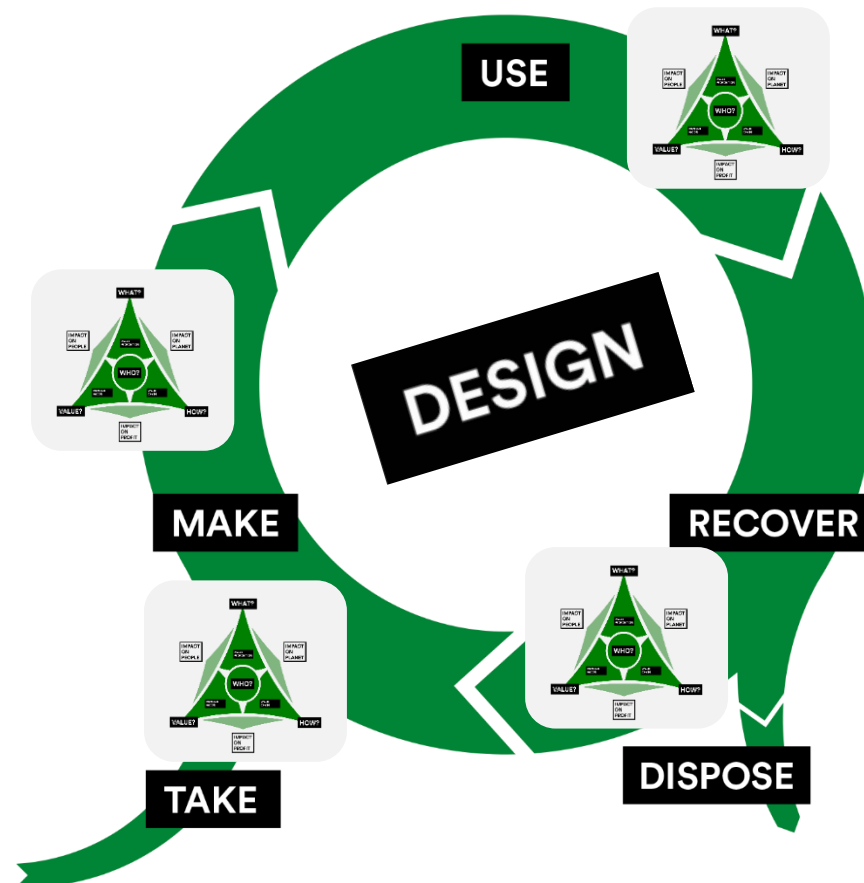


Source: Based on Elkington (1997) & Gassmann et al. (2014)

In zirkulären Ökosystemen denken

Es gibt nicht **“das eine”** Geschäftsmodell zur Erschaffung einer Kreislaufwirtschaft

Es werden **“Orchestratoren”** benötigt: Akteure innerhalb des Ökosystems, welche die Massnahmen koordinieren und vorantreiben

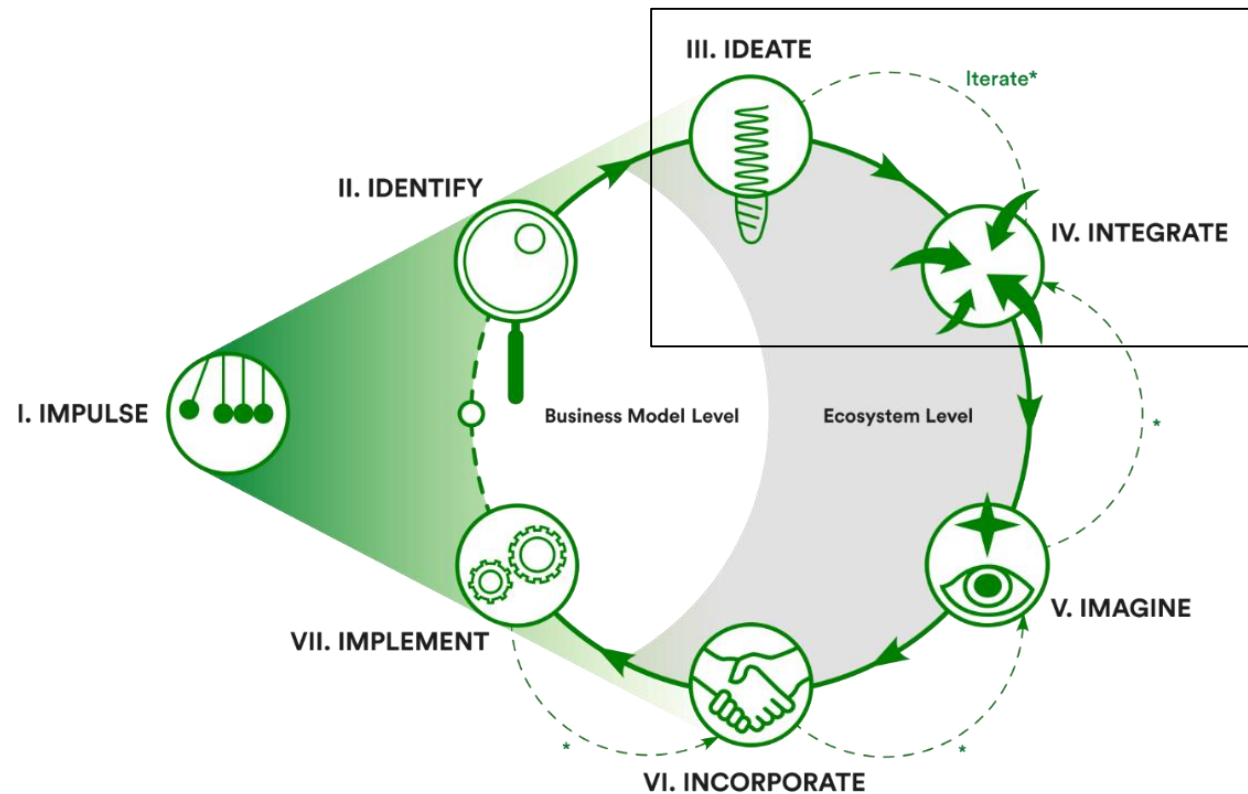


Kreislaufwirtschaft erfordert die **Interaktion** zwischen Akteuren und ihren Geschäftsmodellen – entlang eines zirkulären Designs

Geschäftsmodelle bilden zusammen ein zirkuläres Ökosystem, das sich auf die Schaffung von **Mehrwert für den Kunden** konzentriert

Thinking in terms of ecosystems and business models

Navigator process for step-by-step implementation of CE in corporate context

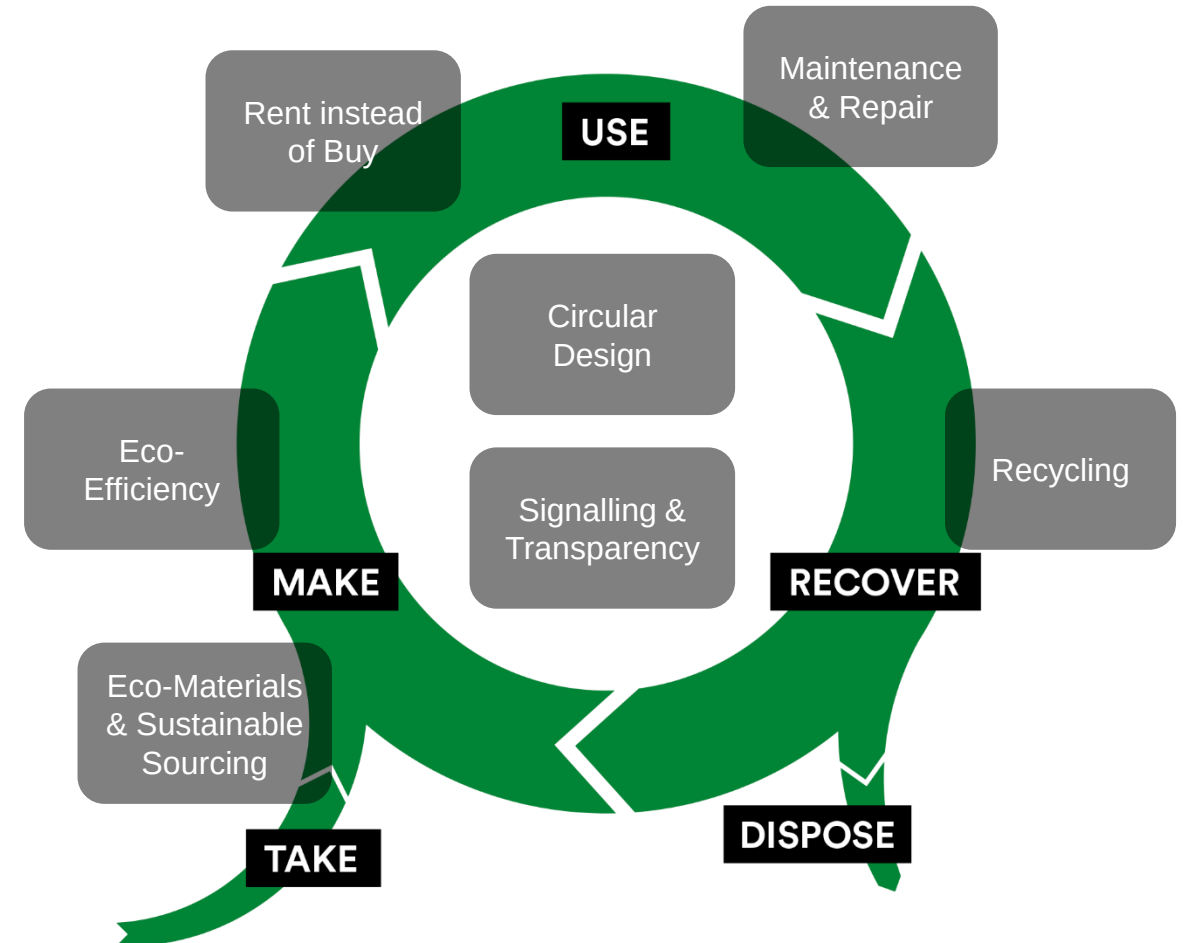


Download unter www.alexandria.unisg.ch

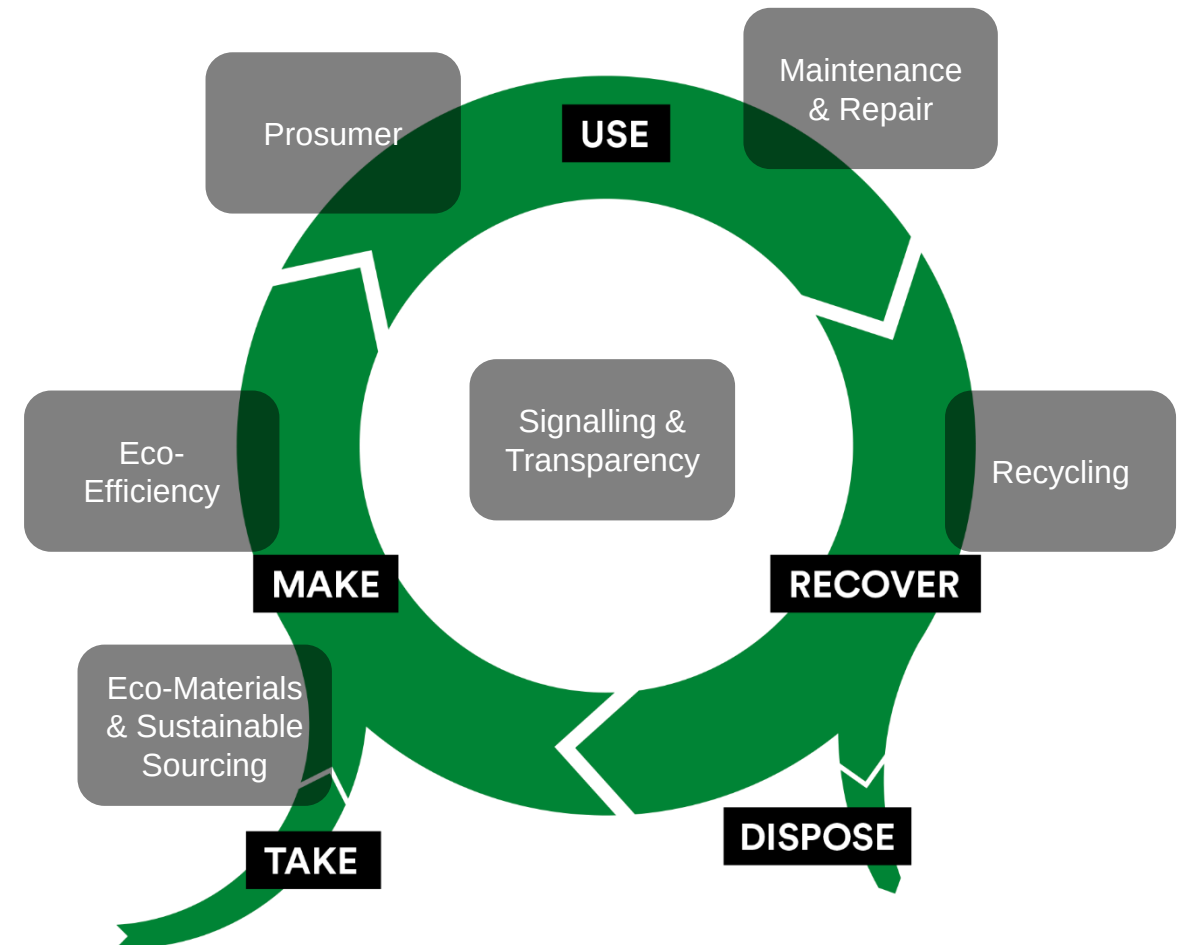
Vier Schritte für ein zirkuläres Ökosystem: 40 Pattern Cards



Pattern-Logik: Am Beispiel von Teppichen



Pattern-Logik: Am Beispiel von Jeans

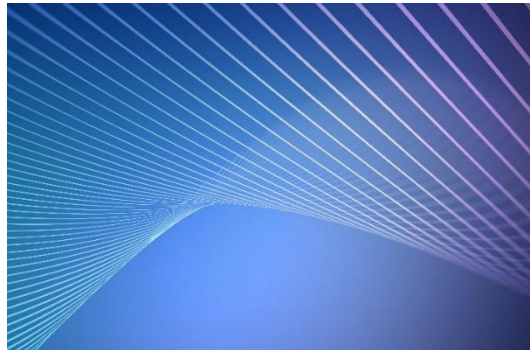


Barrieren in der Transformation hin zur Circular Economy



Verzernte gesellschaftliche Werte und mangelnde Sensibilisierung der Konsumenten

- Geiz-ist-geil-Paradigma
- Wegwerfmentalität / Bequemlichkeit



Eingeschränktes Produktdesign

- Mischmaterialien und die Folgen
- Viele Vorgaben up- & downstream (z.B. bei Beschaffung)



Mangelnde Kenntnisse in-house

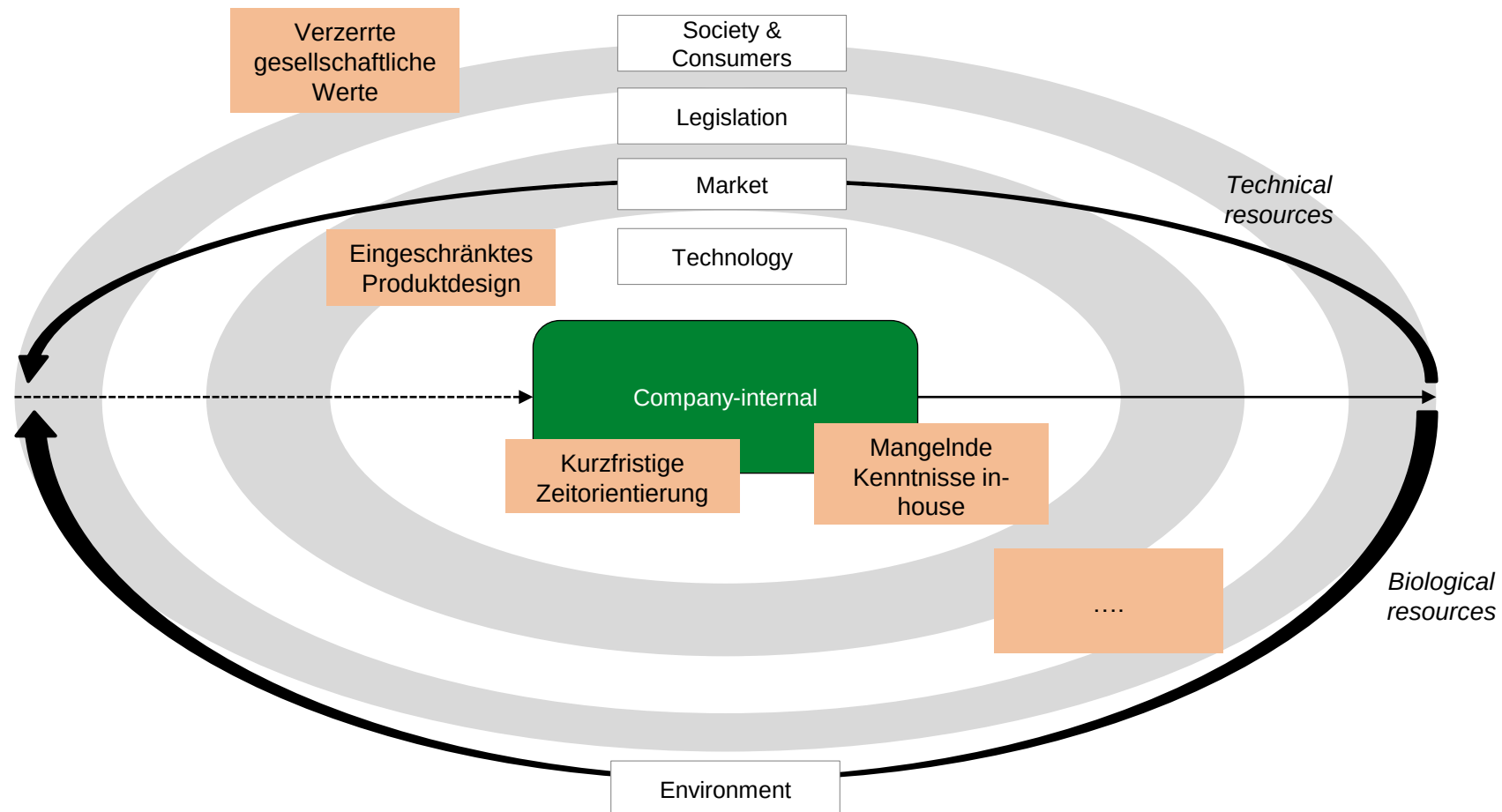
- Fehlendes Wissen über Wertschöpfungskette (up- & downstream)
- Mangelndes Wissen über tech. Möglichkeiten



Kurzfristige Zeitorientierung

- Planungsperspektive ist kurzfristig ausgelegt
- ROI von kurzfristigen Investitionen liegt zu weit in der Zukunft

Relevanz einer interdisziplinären und Multi-Level Betrachtung der Unternehmung zum Verständnis der Barrieren





PHILIPS

Engineering Solutions

Circularity: from plan to progress

Learnings from an ongoing journey



Philips Engineering Solutions – Industry Consulting
January 2022



We take an Integrated Value view | value for all stakeholders and impact on ESG



Our Purpose statement explicitly makes powerful commitments, however:

- **Do all 80,000 Philips associates know what this means?**
- **Do we have the tools to consistently act on these trade-offs?**

Doing business responsibly and sustainably

Our key ESG commitments



Environment	Social	Governance
We will maintain carbon neutrality and use 75% renewable energy in our operations by 2025. We will reduce CO ₂ emissions in our entire value chain in line with a 1.5 °C global warming scenario (based on Science Based Targets).	We aim to improve the health and well-being of 2 billion people per year by 2025, including 300 million people in underserved communities.	Our management structure and governance combines responsible leadership and independent supervision.
We will generate 25% of our revenue from circular products, services and solutions , offer a trade-in on all professional medical equipment, and take care of responsible repurposing, by 2025.	It is our strategy to lead with innovative solutions along the health continuum – helping our customers deliver on the Quadruple Aim (better health outcomes, a better experience for patients and staff, lower cost of care) and helping people take better care of their health.	The Philips Business System is our integrated operating model. It defines how we work together to delight our customers and achieve our company goals, leveraging our global scale and capabilities.
We will embed circular practices at our sites and put zero waste to landfill by 2025.	We aim to be the best place to work for our employees, providing opportunities for learning and development, embracing diversity and inclusion, and assuring a safe and healthy work environment. We pay at least a living wage and aim for employee engagement above the high-performance norm.	We are committed to delivering the highest-quality products, services and solutions compliant with all applicable laws and standards. Our remuneration policy is designed to encourage employees to deliver on our purpose and strategy and create stakeholder value, and to motivate and retain them. Our executive long-term incentive plan includes environmental and social commitments.
All new product introductions will fulfill our EcoDesign requirements by 2025, with ‘Eco-Heroes’ accounting for 25% of revenues.	Through our supplier development program we will improve the lives of 1,000,000 workers in our supply chain by 2025.	We ensure ethical behavior through our General Business Principles , with a strong compliance and reporting framework.
We work with our suppliers to reduce the environmental footprint of our supply chain in line with a 1.5 °C global warming scenario (based on Science Based Targets).	We actively engage with and support the communities in which we operate, e.g. through volunteering, internships, STEM (Science, Technology, Engineering, Mathematics) initiatives. We contribute to the Philips Foundation , which aims to provide access to quality healthcare for disadvantaged communities.	Our risk management is designed to provide reasonable assurance that strategic and operational objectives are met, legal requirements complied with, and the integrity of the company’s reporting and related disclosures safeguarded.
We engage with our stakeholders and other companies to drive sustainability efforts addressing the United Nations Sustainable Development Goals.	We consider our tax payments as a contribution to the communities in which we operate, as part of our social value creation.	We are transparent about our plans, activities, results and contributions to society (e.g. tax reporting), and engage with shareholders, customers, business partners, governments and regulators through a variety of platforms.

Towards 2025, we continue to focus on the most material topics

One-page overview of key 2025 targets

Material topics

Sustainability targets 2025

1

Access to
Care



- We improve the lives of 300 million people in underserved communities

2

Climate



- We reduce CO₂ emissions in line with a 1.5 degree global warming scenario

3

Circular



- We close the loop on all our professional medical equipment
- We obtain 25% of our revenue from Circular Products, Services and Solutions

4

Collaboration



- We team up with our partners to deliver integral sustainable value, end-to-end
- We improve our supply chain and reduce its environmental footprint

<https://www.philips.com/a-w/about/sustainability.html>

Sustainability is not just 'us', but the whole value chain

Eliminate the option of externalizing sustainability challenges

Two examples of targets ensuring the non-externalization:

1. Suppliers: *Improving lives of 1.000.000 workers in our Supply Chain*
2. Brand licenses: *Extend scope of agreements to also cover CO2 emissions and CE revenue*

What/ Targets

Towards 2025, we continue to focus on the most material topics

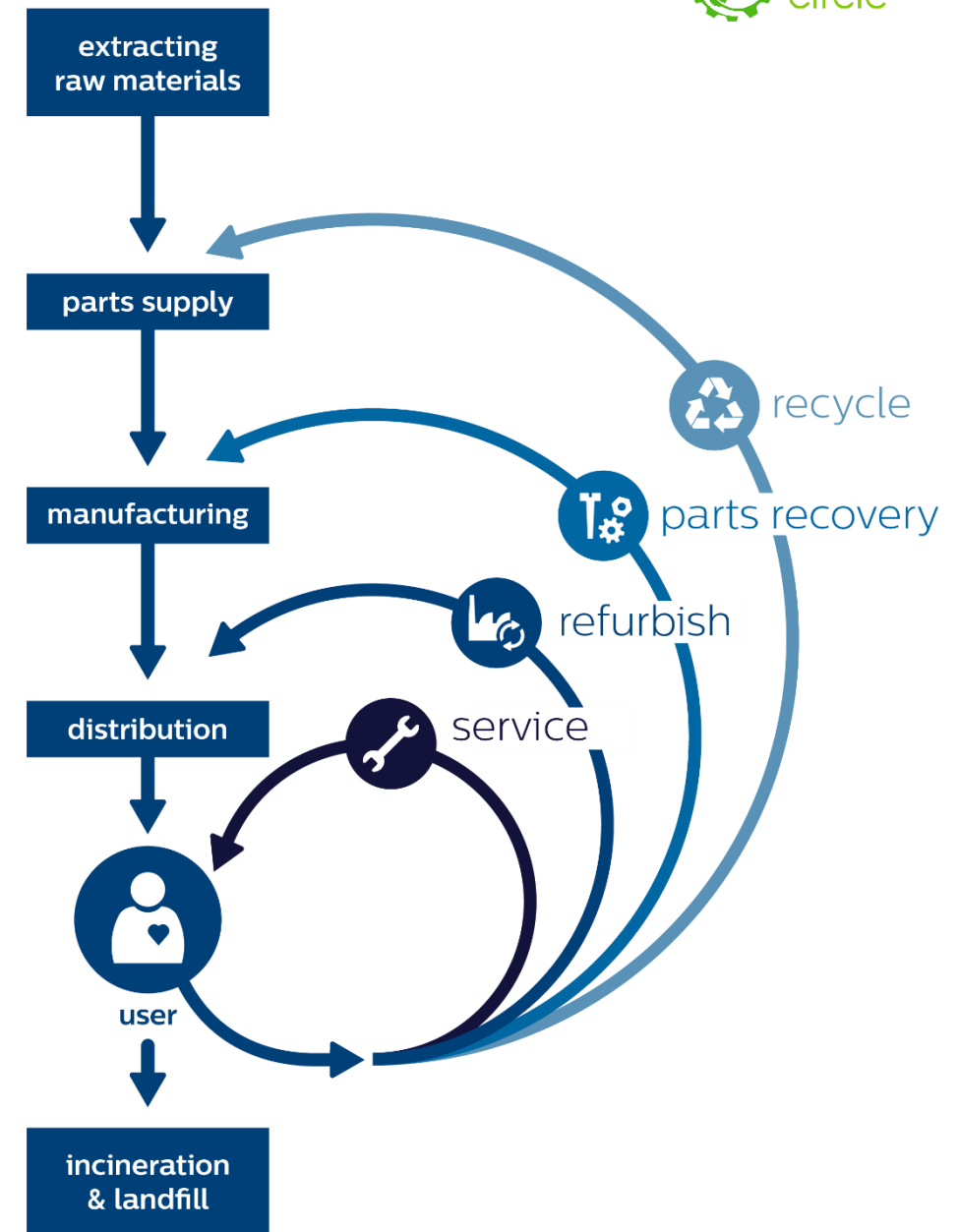
Material topics	From (2020)	To (2025)	Implications	Key Stakeholders / ExCo support
4 Partnerships	Suppliers: - Improving lives of 286,000 workers in our Supply Chain Coalitions: - Strong brand, reputation and select partnerships Brand licensees - Ensure legal compliance, Green Product program, RSL, sustainable manufact. Distributors - Ensure GBP compliance and risk management of distributors	Suppliers: - Improving lives of 1,000,000 workers in our Supply Chain - Reduce environmental footprint in line with Science Based Targets Coalitions: - Strong brand, reputation and strategic global and local partnerships to drive ecosystem change on all material topics Brand licensees - Adhere to negotiated plans aligned with Philips sustainability ambitions Distributors - Onboarding through new distributor sustainability program	- Extending scope of SSP - Reduction of environmental impact in Supply Chain in line with Science Based Targets	- Procurement - GPA - Markets - Businesses - Legal - Brand Licensing - Markets

Extend scope of updated TMLAs to cover more elements such as CO2 emissions and CE revenue

PHILIPS

Philips uses the Ellen McArthur Foundation approach

To drive the transition to a **circular economy**, we are adopting innovative business models and maximizing the lifetime value of our products and solutions.



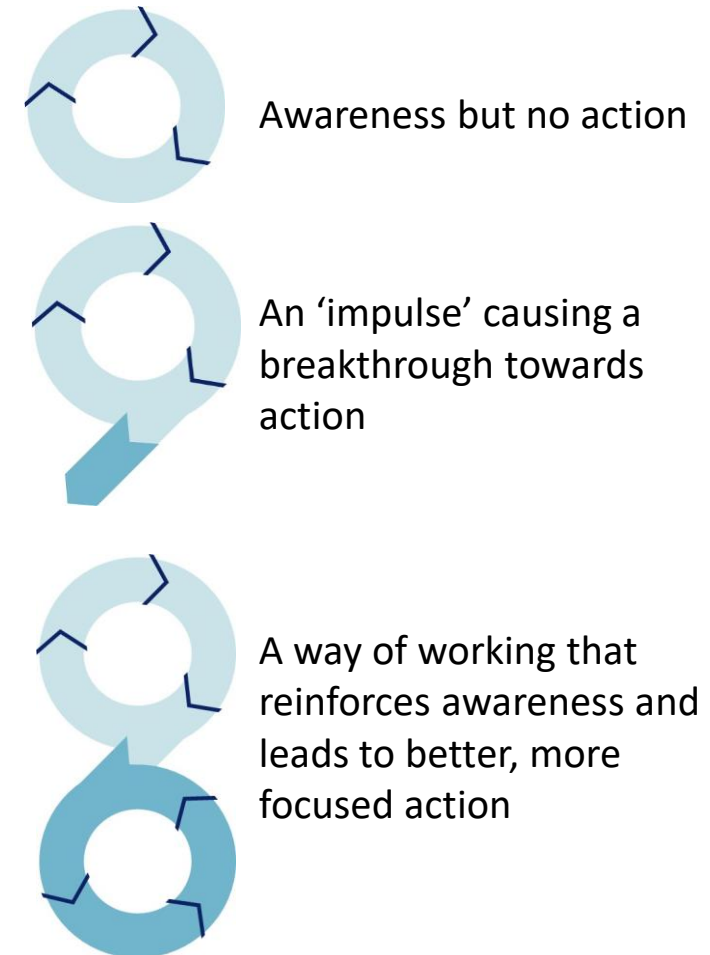
Most organizations have circularity plans.....

Very few organizations can ignore sustainability issues. The outside world will insist on at least 'being seen' as making plans.

But few of those plans move into real tangible progress, at the moment.

At Philips, we also find it difficult to gather that momentum, and not because we do not want to.

Today, a case based on a very real, and ongoing journey



The journey of the Philips BU Widgets

The Philips BU Widgets makes higher volume (100K/annum), slightly commoditized devices for hospitals.

Writing is on the wall: Philips has very explicit sustainability ambitions, and BU's will have to deliver on these ambitions

3
Circular

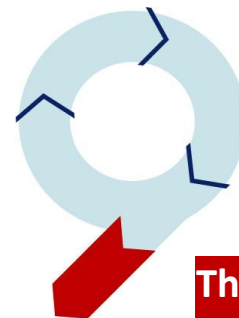
12 RESPONSIBLE CONSUMPTION AND PRODUCTION


- We close the loop on all our professional medical equipment
- We obtain 25% of our revenue from Circular Products, Services and Solutions

Status Q3 2019: awareness of the fact that things need to be done. The BU has developed sustainability plans in the past, but these seemed unattractive.

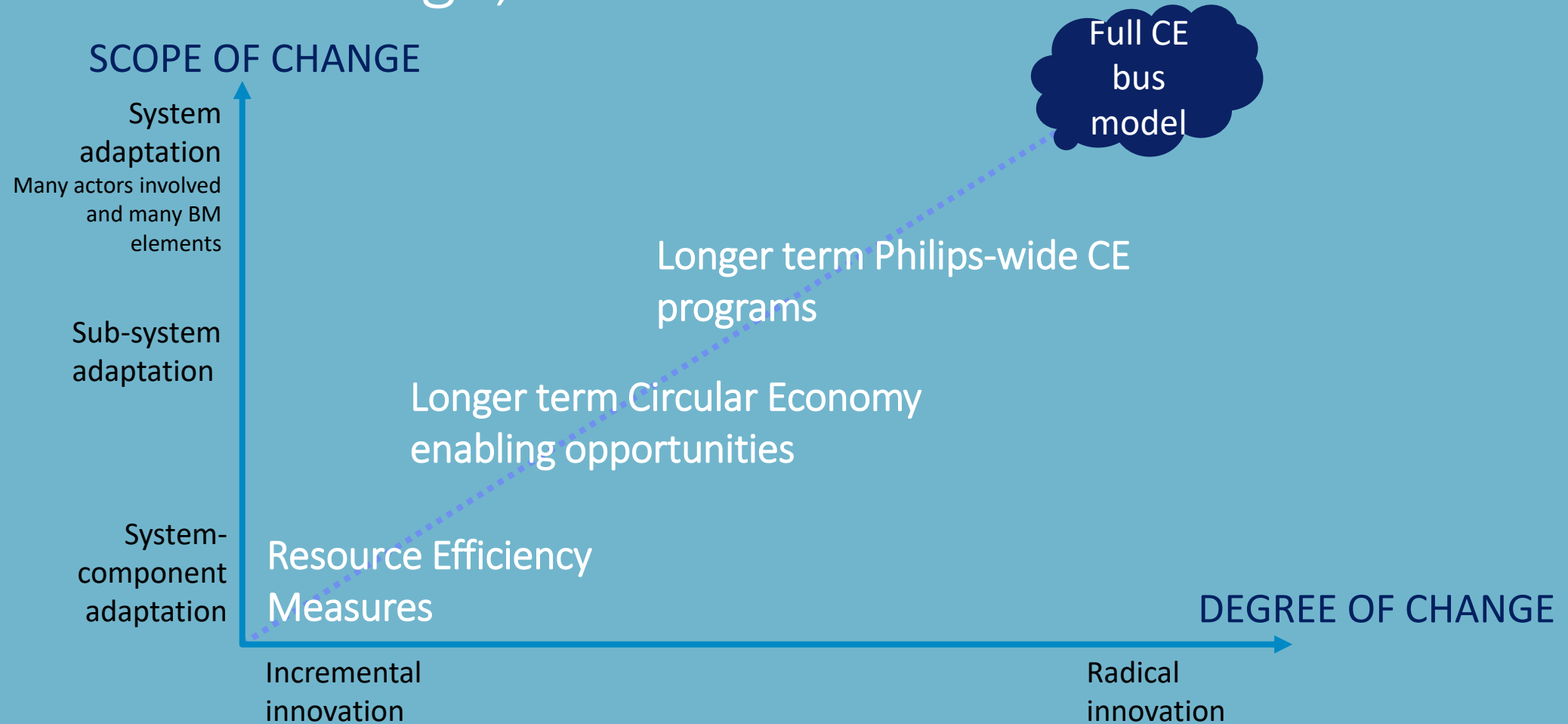
BU Widget MT : “We have to start moving! How now????”

“Engineering Solutions” can you help??”



The ‘impulse’ causing a breakthrough towards action

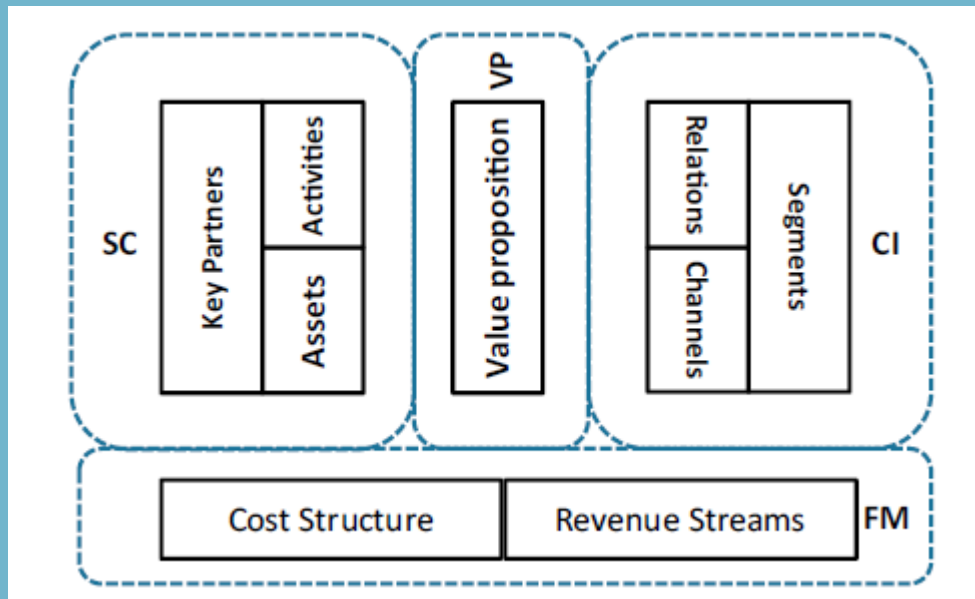
A fully Circular Economy business model, is a massive change, massive innovation



The Business Model Canvas provides a framework for innovations

- The Business Model Canvas (BMC) is a widely used framework to model innovation/new business plans
- It supports the making of consistent and comprehensive plans (not overlooking things)
- It also facilitates 'ideation' processes, "let's explore possible opportunities in segment X of the BMC"

Key partners	Key activities	Value proposition	Customer relationships	Customer segments
	Key resources		Channel	
Cost structure			Revenue streams	



The BMC can be used to structure the CE innovation portfolio along groupings of segments. I.e create innovations along:

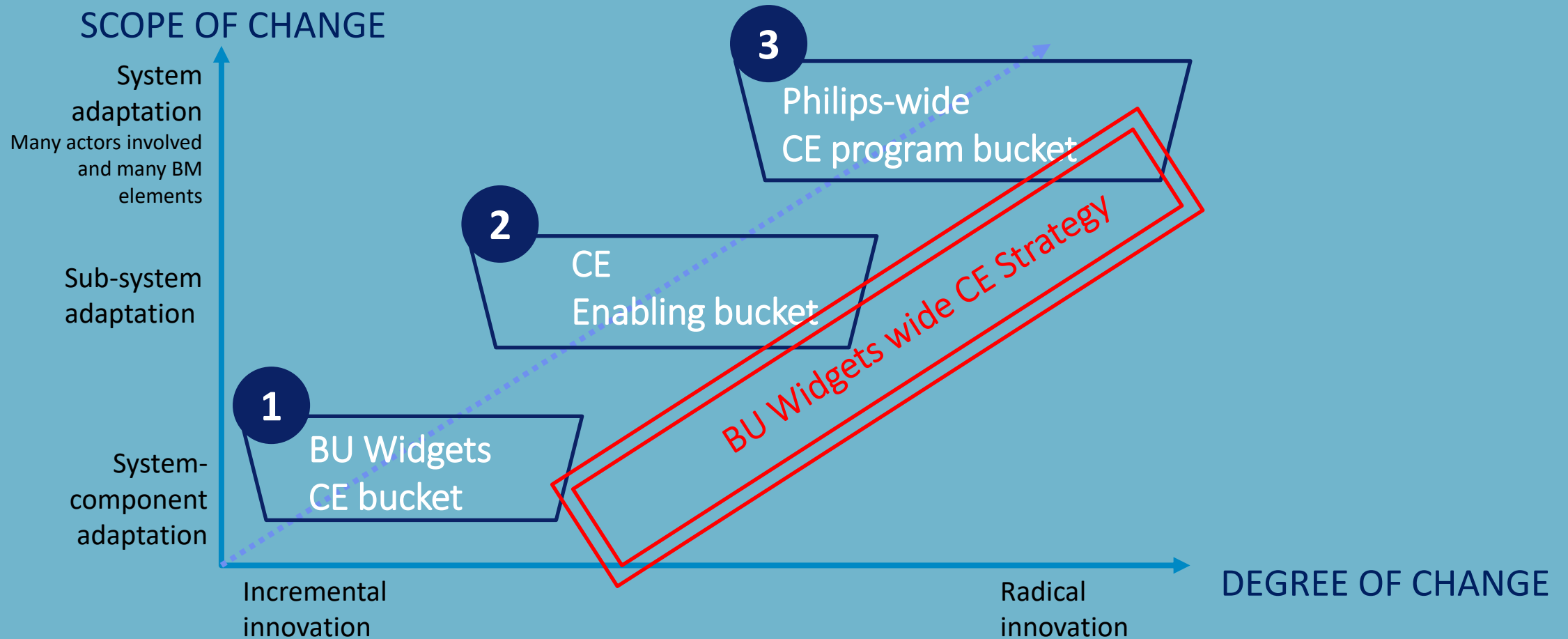
- SC = supply chain/ aspects
- VP = value proposition aspects
- CI = customer interface/demand aspects
- FM = financial model aspects

Business Model Innovation for Resource-efficiency, Circularity and Cleaner Production: What 143 Cases Tell Us*

Fernando J. Diaz Lopez^{a,b,*}, Ton Bastein^a, Arnold Tukker^{a,c}

What BU Widgets selected

BU Widget opportunities are sorted into three buckets



The CE Enabling bucket holds 3 projects/programs

2.1 Develop a structured trade-in/upgrade Sales & Marketing approach (among others as element in Widgets-as-a-Service & Solutions Transformation).

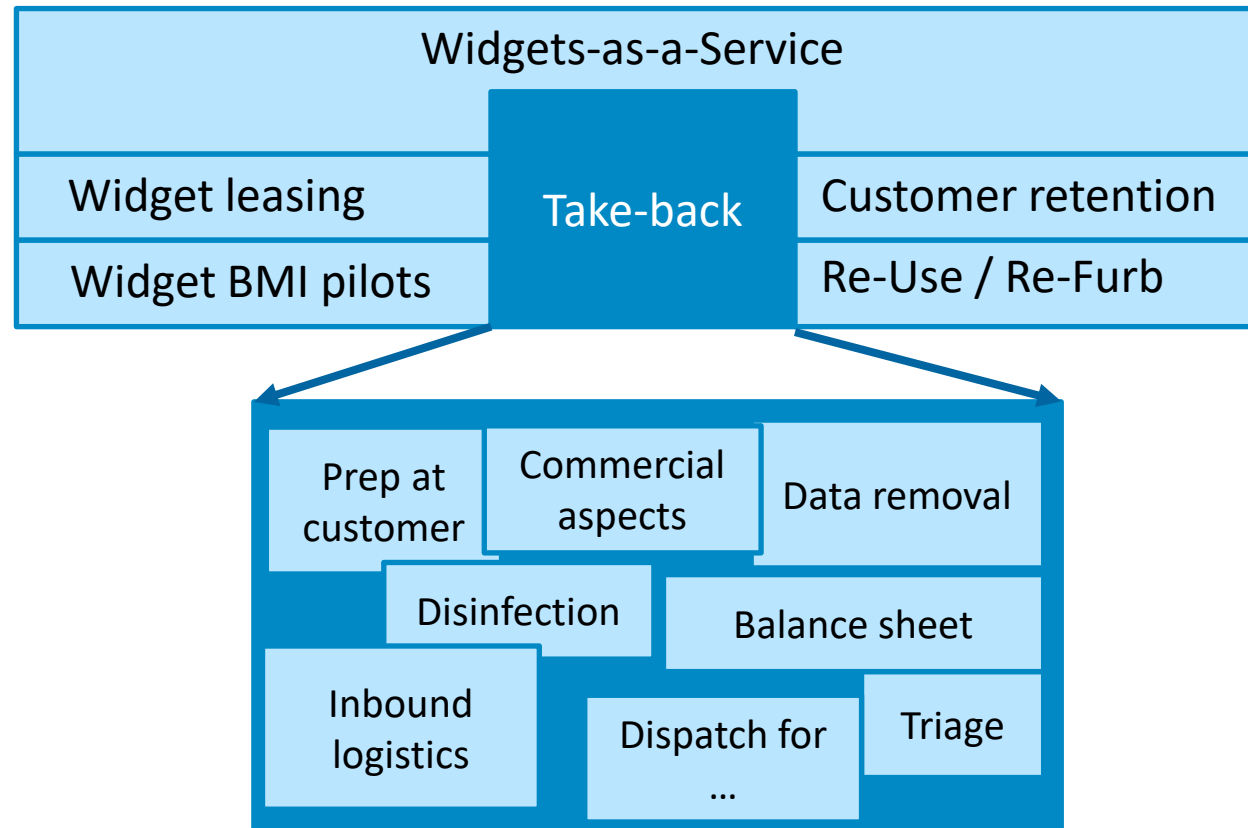
2.2 Standardized data-backbone / infrastructure for re-use, recovery and CE, to account for location and status of devices, systems, components and parts (installed base management).

2.3 Develop BU Widgets specific Circular-ready design requirements as a first step to realize fully integrated Circular Design.

'Take back' as practical building block was selected as first CE enabling project

The focus of the project is on 'take-back' as individual building block

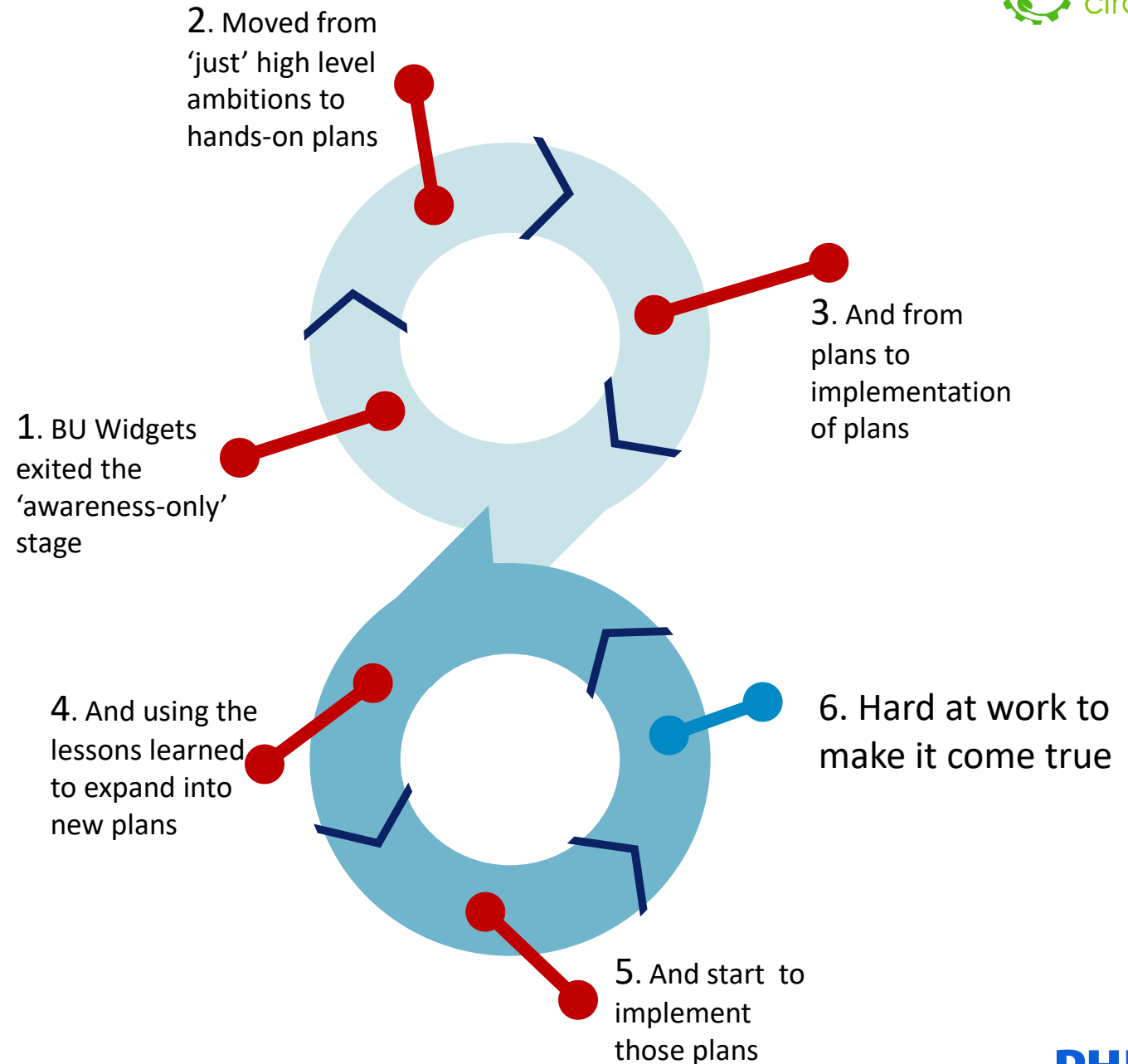
Focusing on Take-back-as-a-Service and a building block, will allow it to be inserted into a larger offering. 'Take-back' is an essential building block in this larger offering and potentially facilitates new (circular) business opportunities. The aim would be to achieve a 'take-back' against the lowest cost and with the greatest benefits.



The journey so far

1. A substantial journey has been made in the past 30+ months
2. Signs are very promising
3. But it is not 'business as usual' yet!

'Linear' bad habits are very ingrained. Like KPI's



Quantitative assessment in Q2 2021: BU Widgets to achieve its targets by 2025

KPI	Category	Progress to target		Target	Forecast	
Capabilities and shared developments	Total Business	Sales & Marketing / Take-back & repurposing		N/A – Cluster Level implementations		
		X as a Service design / Close the Loop				
		EcoDesign: planned and budgeted across Business		100%	100%	
		Closing the Loop: planned and budgeted across Business		100%	100%	
Circular Revenue (Target = % of total revenue)	Division 1	Current (6%)	Planned (23%)	25%	29%	
	Division 2	Current (40%)		Planned (3%)	25%	43%
	Total Business	Current (11%)	Planned (20%)		25%36%	
Eco-Heroes (Target = % of equipment revenue)	Division 1	Current (31%)		Planned (26%)	25%	57%
	Division 2	Planned (5%)			25%	5%
	Total Business	Current (27%)		Planned (23%)	25%	49%
Access to Care	Total Business	This year, develop North star & agree & confirm Widget A2C targets..			TBD	TBD

Main lessons learned

1. Get going, give things a try
2. It will be groundbreaking. Be willing to challenge your paradigms, KPI's etc etc
3. Make use of the lessons of innovation management (it is an all-hands exercise. Not just young, hip and happening)
4. Focus on triple P. You can do great things for People and Planet, and make a good Profit (if you go for business model innovation)
5. Use a good stage/gate process, perhaps like BellMason (you are building a new business!)
 1. Work with top-down targets (and top-level commitment)
 2. Pilot and learn (do not sit still and be aware only)
 3. Short term objectives (measure progress)
 4. De-risk and focus after each stage (because you will have learned)
 5. (like any large innovation program) real major gains only after some 5 years

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“Welfare activists are insisting on better animal treatment. Sigh... Will drive up cost!”

- If you want to eat meat. Eat chicken! By far the most sustainable piece of meat.
- But processing chickens is not overly animal friendly...
- To meet upcoming demands (and legislation) on animal welfare, Meyn (somewhat) resultantly developed a pretty animal friendly ‘sedation’ approach
- Chicken processors have to built this into their processing lines. Extra cost, extra investment. Sigh...

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CO2 stunning proved to be a pretty bird-friendly way of sedation



And commercially very attractive for Meyn and the bird processors. Animal welfare also made for big improvements in meat quality!

“We want to give more people access to care. Like ultrasound in very village”



Philips colleagues in India had a dream. Develop an ultrasound machine that could be used in any village. Be brought there on a bicycle.

BUT an ultrasound is 50 kilo!

BUT an ultrasound is big and has to be rolled around on wheels!

BUT an ultrasound need 230V to function!

BUT IF WE WOULD REALLY LOOK AT IT IN A DIFFERENT WAY?
MAKE A SMALL PORTABLE ULTRASOUND?

Impossible! And by the way, it would cannibalize our current products. Forget about it!

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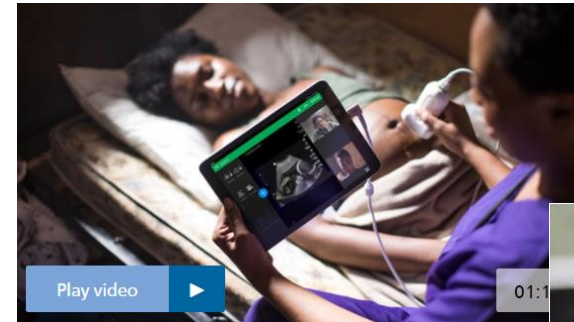
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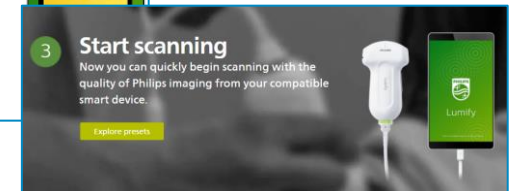
BUT IF WE WOULD REALLY LOOK AT IT IN A DIFFERENT WAY?
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Well, they did not forget it!



An App-based ultrasound!



Great in India!

And in great demand by family doctors and emergency services in Western markets

PHILIPS

The logo consists of a white rounded rectangle with the word "PHILIPS" in blue, and a blue rounded rectangle below it with the words "Engineering Solutions" in white. The background of the slide is dark blue with abstract light blue shapes.

PHILIPS

Engineering Solutions

Philips Engineering Solutions

Jeroen de Kempnaer

Jeroen.de.kempnaer@philips.com

+3127051708

We enable a
circular economy



Presentation
Sustainability Circle



1 trillion euros

Important statistics

worth of consumer electronics devices are sold every year.

📱 Nearly half of these are phones.



Important statistics

This leads to **61 million** tons of electronic waste generated in 2021.

This is greater than the mass of the **Great Wall of China**, the heaviest artificial object on earth.





Buying process for consumer electronics today?



What product to choose



Read reviews



Find a retailer



Shop for deals



What are our payment options?

- ✓ one-off
- ✓ 3-4 months instalments
- ✓ 24-36 months credit
- ✓ ... ?



Apple iPhone 13 Pro Max

color



memory



1179,00 €

Buy

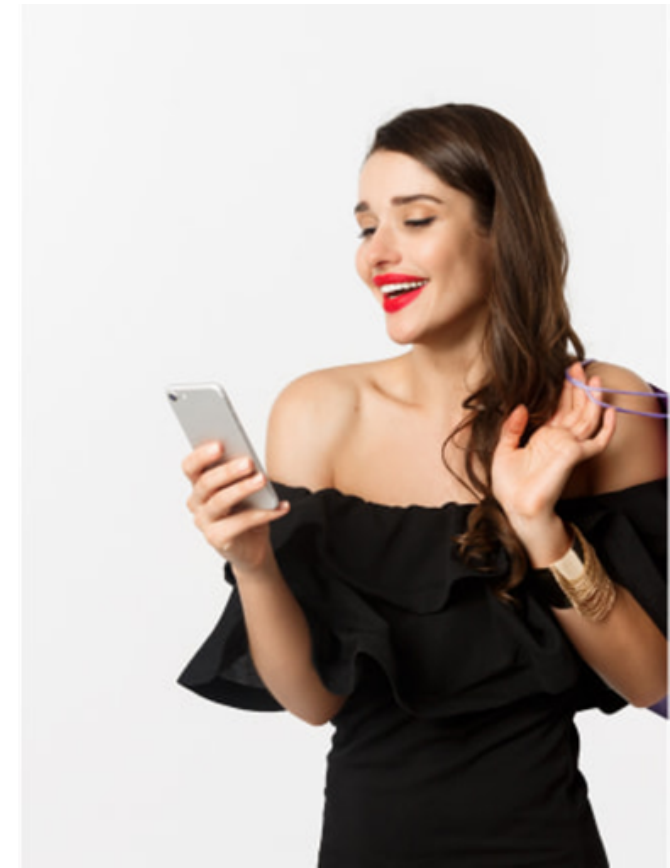
393.00€ x 3 months

BNPL





Enjoy your new
purchase





You use it until it's too old



We own it, use it... throw it away...

Just throw it away?

Keep it in a drawer?

Sell it?

Give to your child?





No other options?

This sounds expensive, unsustainable, and anti-environmental.



Is there a
better way?



Yes

...within one

click!



Apple iPhone 13 Pro Max

color



memory



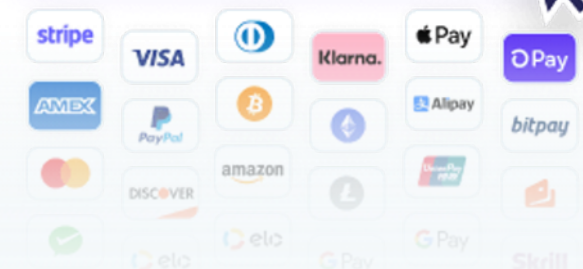
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Buy

BNPL

Buy With  Fairown





Why to choose Fairown subscription?

- ✓ You get the most affordable monthly payments for the same period.
- ✓ More than 15% less than installment.
- ✓ 40% less than a rental service.





Enjoy

using your phone

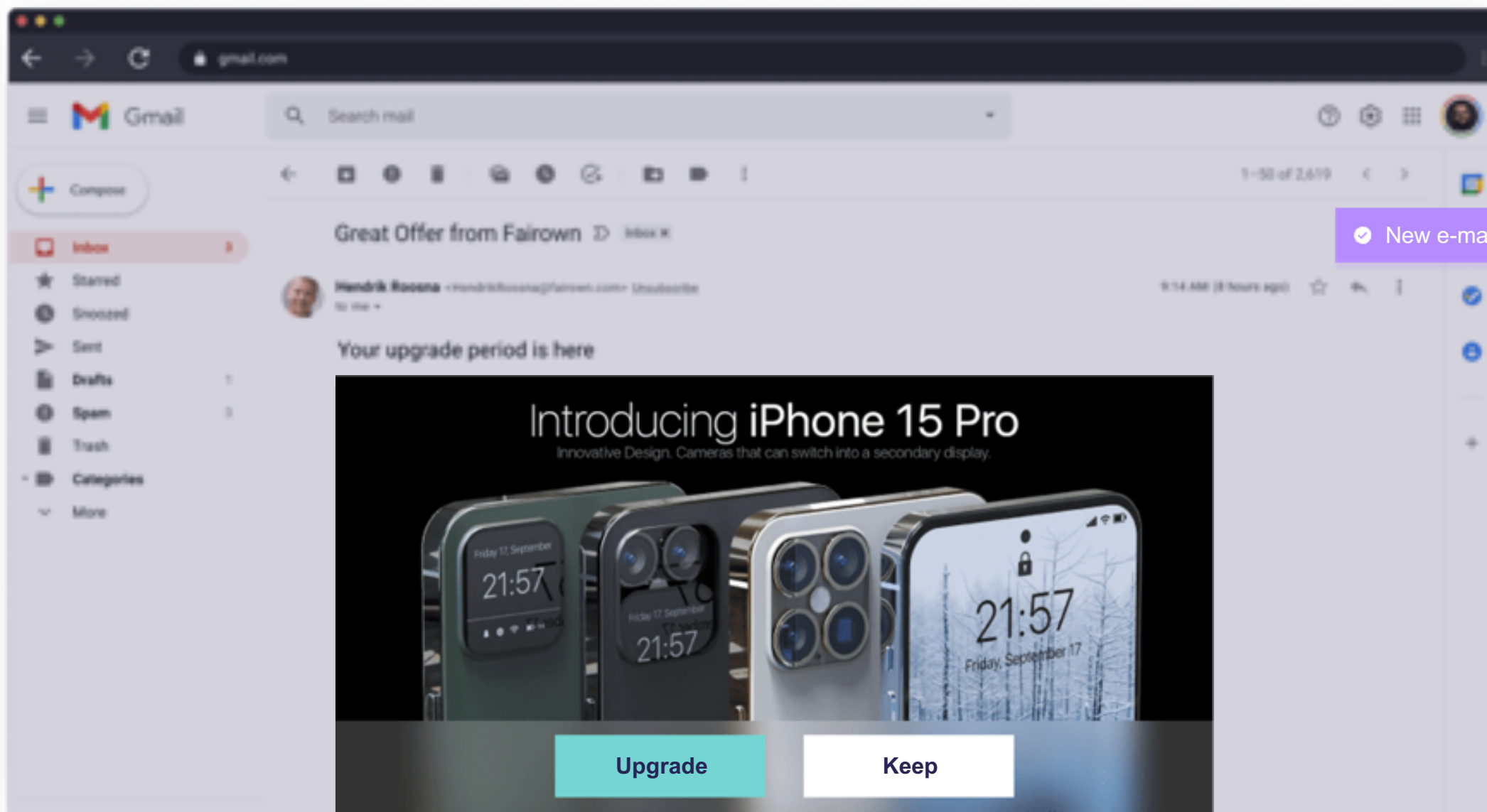


 **Fairown**



and then upgrade







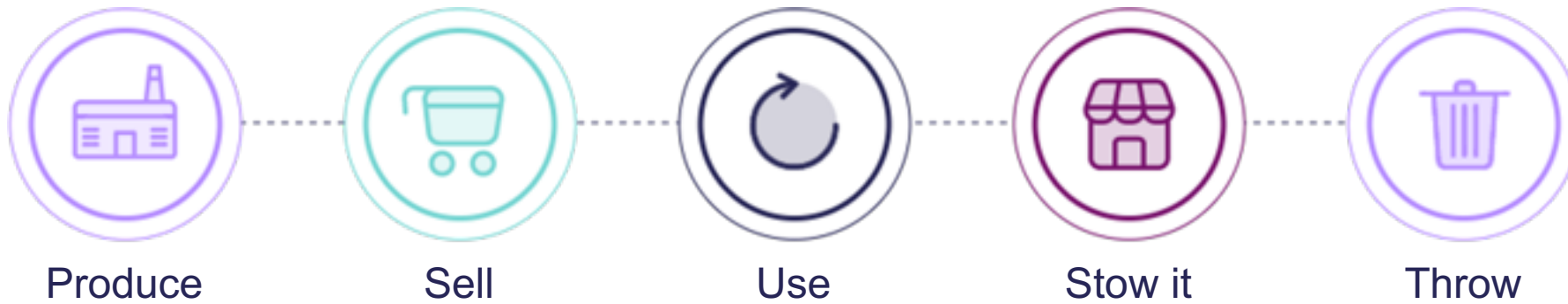
You will receive your new phone and empty box for your old phone.







The old way: linear economy





A better way: a circular economy







Payments volume growth Q1-Q3 2021



High demand for product subscriptions

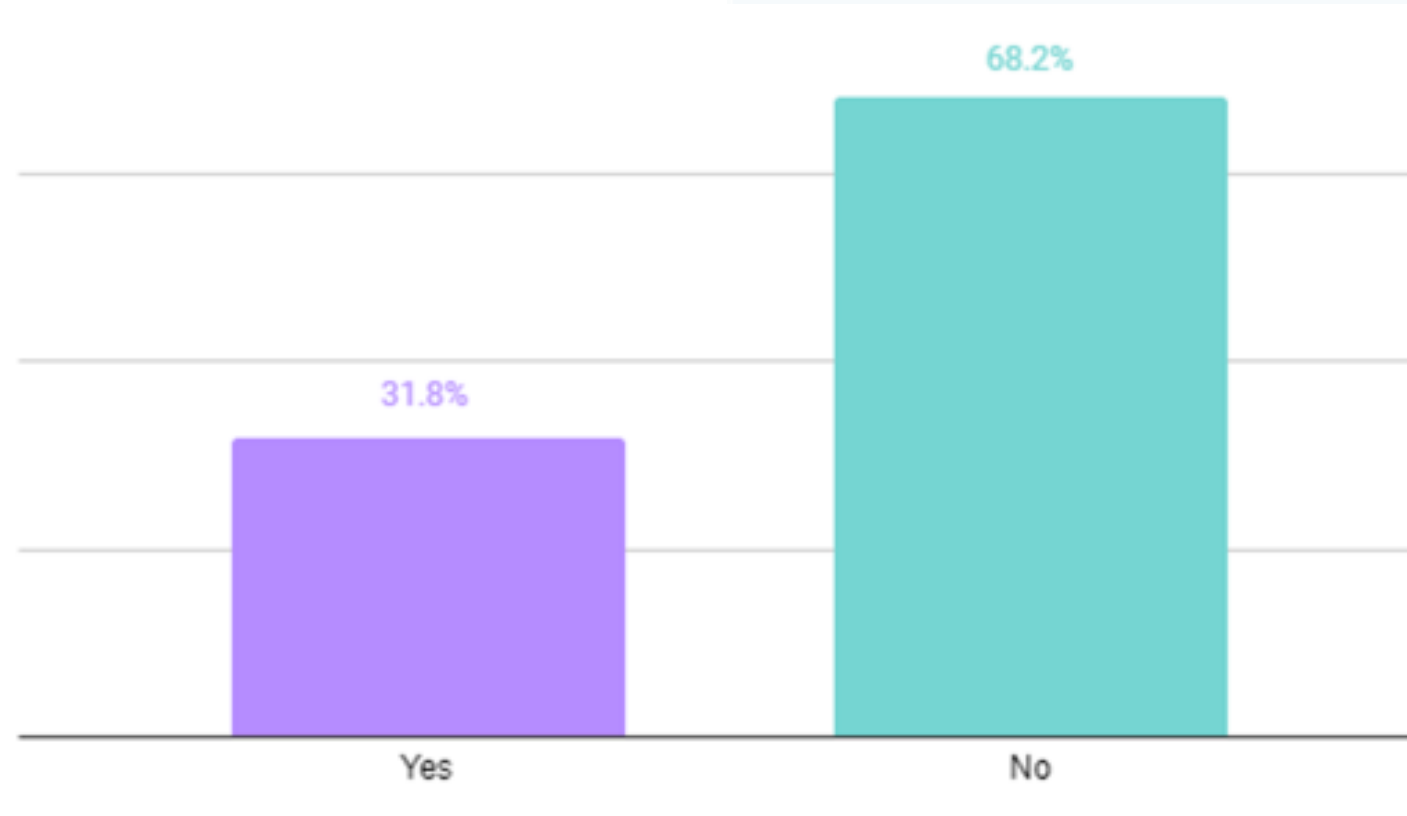


CUSTOMER SURVEY

Q4/2021

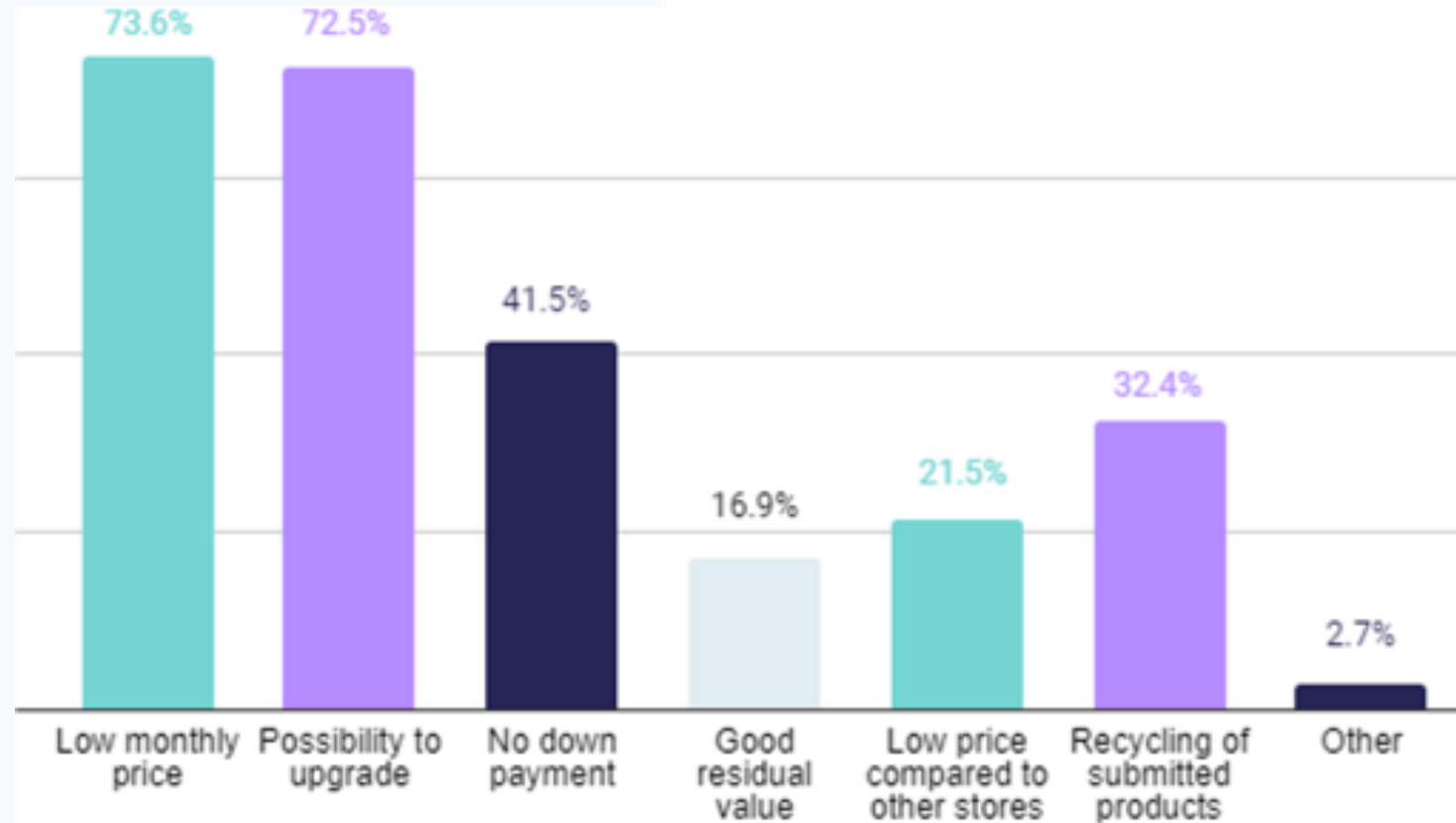


Would Customers Have Bought the Product without Subscription





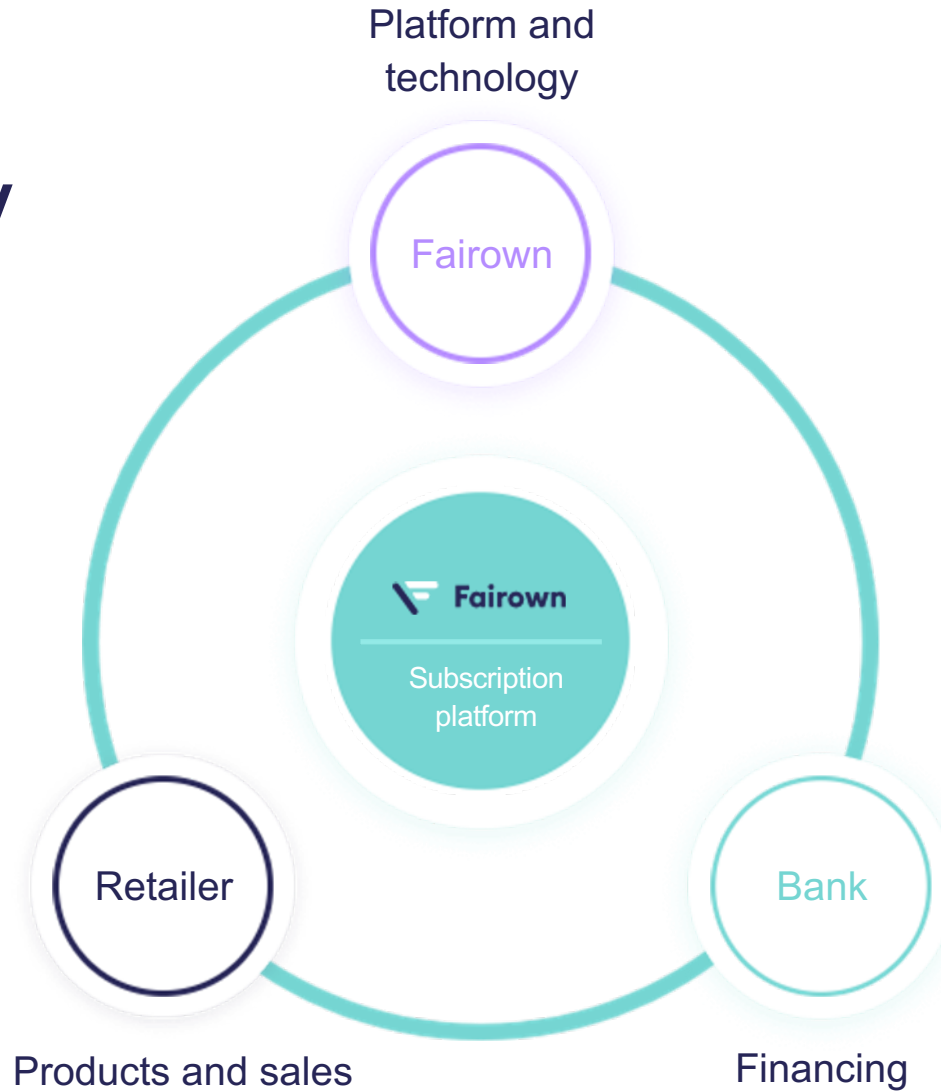
What Is the Biggest Advantage of Subscription



Multiple answers allowed.



Unique 3-way partnership



Get in touch:
veli@fairown.com
+33 6 60 56 95 21
or [book a chat!](#)

Join the
circular economy.
fairown.com

Breakout-Sessions

Allgemeine Fragen der Teilnehmer:innen

- Wie kann ein Geschäftsmodell aussehen, wenn man **einen indirekten Vertrieb** über eine oder mehrere Handelsstufen hat.
 - Man müsste entweder
 - viele/alle Handelspartner (die wie in unserem Fall kleine Händler) überzeugen Produkte, die sie verkauft haben, zurückzunehmen und an den Hersteller (über mögliche Distributionsstufen) zurück zu schicken
 - oder sollte ein Hersteller direkt Produkte zurücknehmen (aus aller Welt)....?

Breakout Sessions (30 Min.)

- Wir weisen Sie den Räumen entsprechend Ihren Wünschen zu
- Bitte schalten Sie Kamera & Mikro an (falls kein Hintergrundlärm da ist)
- Sie können den Raum mit [RETURN] oder [ZURÜCK] wieder verlassen
- Nach 30 Min. schließt der Raum automatisch (mit 30 Sekunden Vorwarnung)
- Es gilt die **Chatham House Rule** für die Diskussionen

Chatham House Rule

- Die Chatham-Haus-Regel dient der Anonymität der sich äussernden Teilnehmer.
- Bei Gesprächen unter dieser Regel, dürfen die Teilnehmer zwar die Inhalte weitergeben und nutzen, jedoch nicht die Identität der ursprünglichen Quelle offenzulegen.

Chatham House
Headquarters of the UK Royal Institute
of International Affairs (London)



Themen der Breakout Sessions (30 Min.)

Die Moderatoren schreiben die wichtigsten Punkte mit und fassen diese später zusammen

1. Unternehmensinternen Hindernisse für zirkuläre Geschäftsmodelle

(Richard Stechow, BMI Lab)

2. Way of working for circularity

(Ursula Tischner, econcept)

3. Einführung von Abos für Produkte

(Hans-Ulrich Eckhard, Zühlke)

Session 1: Was sind die unternehmensinternen Hindernisse für zirkuläre Geschäftsmodelle?

Zielkonflikt im Middle Management: Zielkonflikt Zeit und Nachhaltigkeit und Zielvereinbarungen → in Zielvorgaben bei Bus und dem Management mit aufnehmen

3-stufiger Vertriebsweg: Die Zwischenstufen abholen und Endkunden relativ unbekannt

CWS sammelt bspw. Waschhandtücher & Berufsbekleidung wieder ein und hat damit Service und Austausch vor Ort → Problem: Servicekräfte sind knapp & Zugang in Innenstädten

Zeitrahen und Dauer: Zusätzliche Kosten bei der Entsorgung z.B. bei Textil, selbst wenn für die Materialien eigentlich gezahlt wird

2 Teile der Lösung: Gerät selbst bleibt bereits im Besitz, beim Verbrauchsmaterial (Plastik, Chemie und Sicherheitsregularien) im regulierten Markt allerdings schwer. Über Pilotprojekte wird versucht technische Lösungen zu schaffen.

Qualität steht über allem, man ist nicht gewillt hier Einschränkungen für die Nachhaltigkeit hinzunehmen

Regulatorik (Hygiene, Gesundheit etc.) verhindert die Rücknahme und wäre sonst auch nicht wirtschaftlich

Technik an sich nicht die Hürde, aber deren Anwendung erhöht die Komplexität – Ziel in der Kreislaufwirtschaft ist unter anderem die Reduktion der Komplexität, steht aber technisch orientiertem Denken (Steigerung der Komplexität) im Kontrast → Technikverliebtheit

Ansatz: frühzeitig im Produktdesign mit Nachhaltigkeitsaspekten einsteigen (Wiederverwendung & Recyclierbarkeit)

Alle an einen Tisch zu bekommen und auf dem gleichen Verständnislevel Lösungen finden → Silodenken, auch das Zusammenbringen der Budgets und nur über eine umfassende Transformation möglich

Kurzfristiges Profitdenken vs. langfristige Nachhaltigkeit und dann auch wieder Profitabilität

Session NO 2.: Way of working for circularity

You need to change „habits“ (e.g. KPIs) on every level in your organisation towards circular.

It needs to be pushed also from the management and CEO level

Develop a good stage gate/ innovation process and give it time e.g. 5 years

Focus on Planet and People can indeed also make Profit

In USA und Holland schon stärker Thema. Investoren als Driver.

Circularity Thinking ist intrinsisch bei vielen Gründern.

Bei sehr langlebigen Gütern, ist CE eher nicht so wichtig.

Aber Circularity Aspekte sind bei Verpackungen und bei kurzlebigeren Elektronik Bauteilen und Batterien doch sehr wichtig.

Product as a Service (PaaS) is a promising model.

Aufwand reduzieren für repair, refurbish, recycling. Demontieren statt shreddern, Additive sind problematisch (flame retardants)

Rental of Tools is a good model for circularity. Improvement of packaging still in process but re-use packaging is a challenge.

Using new materials is interesting but they have to be approved by regulators. Organize concerted action for that.

Session NO 2.: Way of working for circularity

How to integrate the new behavior on a daily basis?
Via Ecodesign Rules/ stage gate process supported by the top management.

Establish a system that empowers everybody to take the circularity decisions. Guidelines and incentives.

It is a learning process. Get started and develop.
Machen statt reden.

Guidelines and Rules for product managers and designers etc.

Engaging stakeholders!
Is an important role for moderators and facilitators.

Not everything at the same time, but get as many people involved, set goals and a road map, get moving.

Can external costs be internalised in the cost accounting for materials etc. needs support by policy

Problem: Cost short term goals versus circularity. We have to learn a different kind of purchasing.

Session 3: Einführung von Abos für meine Produkte?

Im Bereich von Anlagen aufgrund der Größe sehr schwierig Evtl. über Update Produkte

Frage mit wem schließe ich das Abo?

Händlerstufen werden als Hürde gesehen.

Abo Systeme laufen besser über B2B

Bei Maschinen ist ein Service Model vorstellbar

Abo System durch Rücknahme des Produktes nach dem Lebenszyklus vorstellbar

Abo Systeme können mehrere Ziele haben: Reuse, Refubishing, Recycling, Update, Upgrade, Service

Kosten bremsen die Einführung eines Abo System

Es fehlt noch daran, das Kreisläufe erkennt und managend werden

Es funktioniert nur mit Partner Firmen

Wer organisiert die Kreislaufwirtschaft OEM ?

Zusammenfassung der Breakout-Sessions & Panel-Diskussion

Nächste Schritte

- Sie erhalten im Nachgang alle **Folien** per E-Mail.
- Ich werde Ihnen in den nächsten Tagen die **restlichen Termine bis Sommer** mailen.
- Melden Sie sich bei uns, um sich **mit anderen Teilnehmer:innen zu vernetzen**
- Bitte treten Sie unserer Circle [LinkedIn-Gruppe](#) bei #SustainabilityCircleDACH.



Nächste Events

09.03.2022 Impuls-Talk „Bio-Materialien“ mit



ibp

Institut für Biopolymere
der Hochschule Hof

&

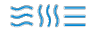
carbotech



Umweltprojekte und Beratung

16.03.2022 Roundtable „Nachhaltigkeitskommunikation & -rating“ mit

carbotech



Umweltprojekte und Beratung

Digitale Fachtagung

23.2.-24.2.

**Bioplastics
Scientific and Industrial
Trends**



ibp

Institut für Biopolymere
der Hochschule Hof

[Anmeldung unter: www.ibp-hof.de/bioplastics/](http://www.ibp-hof.de/bioplastics/)

Vielen Dank für ihr Engagement!

**Wir freuen uns darauf mit Ihnen die besten Lösungen
für Sie und unseren Planeten zu finden!**

