

# IF Innovation Forum

events and insight for sustainability

## Circular Advantage Business Forum

Discover and implement circular business models that generate new revenue streams, reduce costs and create sustainable growth

8th-9th June 2015 | London, UK

[www.innovation-forum.co.uk/circular-economy.php](http://www.innovation-forum.co.uk/circular-economy.php)

This event is an independent conference that is designed for all types of businesses to outline and discuss the commercial opportunities in implementing a circular economy business model.

- » **Move your value chain to a value circle:** embed circularity in your business model and be ready for a future of scarcity and elevated demand.
- » **Reduce and ultimately eliminate your environmental impact:** close material loops in your products' lifecycles and have a net-neutral impact on the environment.
- » **Lower operational costs:** build long-term resilient supply and more economical production by lowering your dependence on raw materials and resources.
- » **Add new revenue streams:** remove the concept of waste as it can be used to make money – your value chain contains many more commercial opportunities than you may realise.
- » **Create better customer value:** understand how circular models create an engaged and satisfied customer base with greater loyalty that is more easily retained.

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SOME OF THE COMPANIES THAT WILL BE REPRESENTED AT THIS CONFERENCE INCLUDE:



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group business director,  
**Royal DSM**



Janez Potocnik,  
**former European commissioner  
for environment**



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chief executive officer,  
**MBA Polymers**



Anne-Christine Ayed, EVP, research,  
innovation and environment,  
**Tarkett**

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chief executive officer,  
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Peter Lacy, managing director,  
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# Pushing circular business progress and accessibility

This conference provides progressive companies that are committed to the circular economy with a platform to debate the latest and most pressing of challenges. The event will also help businesses that want to engage more, develop a clear strategy to transition to a circular business model and make clear the benefits of doing so.

The key objectives of the event are to provide attendees with the following:

- **A circular vision:** recognise opportunity through a detailed analysis of different circular business models so you can see which models are the most applicable and appropriate to your business type and sector.
- **A realistic plan:** be pragmatic and realistic about moving to a circular way of doing business – this cannot happen in just a year or two. The event will provide the right insights in the change management process and circular governance so that you can have buy-in from all internal stakeholders and achieve continued progress.
- **A roadmap for implementation:** from product design, supply chain management, customer engagement, sales and marketing, and financial management, understand the circular implications for every part of the business and how to introduce and develop the correct skills and thinking across the business.
- **The key competencies for scale:** in order to achieve true value chain circularity at scale there are certain unfamiliar skills

a company needs in place. These include how to collaborate effectively, knowing and applying the right technologies, and how and where government provides a supportive environment. This event will explore how to design a strategy that is inclusive of these essential strategic factors.

## Sponsor the event – and support independent debate and progress

Innovation Forum is looking for a small number of partners that we would work with to push forward progressive discussion on circular economy and wider sustainable business innovation.

This is not just another sustainability initiative. The conference, along with the analysis and briefings we publish, provide the perfect platform to promote debate, innovation and action to make circular economy a mainstream movement and confirmed commercial opportunity.

Three key reasons why to sponsor this executive conference:

1. Promote innovation and action amongst a room filled with business executives and decision-makers.
2. Highlight your work in front of industry media, practitioners, government and thought leaders.
3. Build relationships with key organisations to help promote the concept and develop business for your own organisation.

## Speakers include:

- Peter Lacy, managing director, strategy and sustainability services, **Accenture Strategy**
- Jakob Rutqvist, sustainability manager, **Accenture Strategy**
- Jonathan Perry, take back compliance consultant, **Dell**
- Andy Doran, senior manager – sustainability and recycling development, **Novelis**
- Matt Polaine, lead researcher, circular economy, **BT**
- Kirstie McIntyre, director, social and environmental responsibility, EMEA, **HP**
- Simon Hoffmeyer Boas, director, corporate communications and CSR, **Carlsberg**
- Paul Toyne, group head of sustainability, **Balfour Beatty**
- Patrick Niels, president, group business director, **Royal DSM**
- Ramon Arratia, sustainability director, **Interface**
- Rudi Daelmans, director sustainability, **Desso**
- Mike Barry, director, Plan A, **Marks & Spencer**
- Ida Auken, member of the Danish parliament, **former minister for the environment**
- Klaus Stadler, director environment and water resources Europe, **The Coca-Cola Company**
- Anne-Christine Ayed, EVP, research, innovation and environment, **Tarkett**
- Dax Lovegrove, director, sustainability and innovation, **Kingfisher**
- Ian Ellison, sustainability manager, **Jaguar Land Rover**
- Peter Nieuwenhuizen, director, innovation, partnerships and complexity reduction, **Akzo Nobel**
- Walter Stahel, founder and director, **Product Life Institute**
- Eben Bayer, chief executive officer, **Ecovative Design**
- Thierry Mallet, EVP, innovation and business performance, **SUEZ Environnement**
- Janez Potocnik, **former European commissioner for the environment**
- Quentin Drewell, UK circular economy lead, **Accenture Strategy**
- Shyaam Ramkumar, circular developer, **Circle Economy**
- Peter Guthrie, professor for engineering for sustainable development, **University of Cambridge**
- David Palmer-Jones, chief executive officer, **SITA UK**
- Forbes McDougall, head of circular economy, **Veolia**
- Juan Jose Freijo, global head of sustainability, **Brambles**
- Julian Thomas, chief executive officer, **Innovovero**
- Gert-Jan Sikking, managing director, innovation institutional business, **PGGM**
- Nigel Hunton, chief executive officer, **MBA Polymers**
- Nitesh Magdani, director of sustainability, **BAM Construct UK**
- John Reves, director, group sustainability, **Rexam**
- Chris Jackson, vice president, **DHL EnviroSolutions**
- Tom Berry, head of sustainability, EMEA, **Kimberly-Clark**
- Richard Kooloos, head of sustainable banking, **ABN AMRO**

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## Welcome and introductions

Boris Petrovic, project director, Innovation Forum

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### A circular business: what does it mean and why bother?

Without a clear vision and business case the progress towards business circularity is likely to suffer. We ask committed business leaders about their circular business ambitions, the strategy they have to achieve them and why a circular business is more desirable than the status quo.

The speakers will address such questions as:

- How much longer can the widespread use by business of the linear model last?
- As there are several definitions of the circular economy, which is best and what does perfect circularity actually look like?
- What are the key strategic considerations for adopting circular economy?
- Why is there urgency for a business leader to adopt a circular business model?

**Peter Lacy**, managing director, strategy and sustainability services, **Accenture Strategy**

**Patrick Niels**, president and group business director, **Royal DSM**

**Thierry Mallet**, EVP, innovation and business performance, **SUEZ Environnement**

**Walter Stahel**, founder and director, **Product Life Institute**

**Peter Guthrie**, professor of engineering for sustainable development, **University of Cambridge**

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## Presentation followed by Q+A

### Circular governance: managing organisational change to a circular model

Having a circular economy model requires a holistic organisational commitment. Without alignment between different corporate functions, and the right steering and appropriate governance, the initiative is bound to fail. A unified way of thinking is essential for creating an attractive value proposition, a circular value chain and profit. But how do you manage this organisation change? This session will explore how to organise the internal transition from a linear model to circular one within an individual business.

- Focused debate
- Senior participants
- Candid dialogue

The speakers will address such questions as:

- How do you decide on where to start circular economy initiatives within a business?
- How does a company streamline circular product development?
- What training, resources, tools and metrics are required to embed circular economy thinking and strategy into different business units?

**Walter Stahel**, founder and director, **Product Life Institute**

**Anne-Christine Ayed**, EVP, research, innovation and environment, **Tarkett**

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## Panel discussion

### Collaboration and circular ecosystems: how to get it right?

The concept is a circular economy, not a circular business. A single entity is by definition unable to create entire circularity as companies exist in an ecosystem of interdependence. A circular economy requires a unification of interests between relevant stakeholders in order to work. This session outlines what this looks like cross-sector and cross-value-chain.

The speakers will address such questions as:

- What are the main principles that determine you need partnerships, how do you select partners and how do you ensure they are committed?
- What are the main barriers to collaboration that need to be overcome, such as intellectual property?
- For best results should you partner with a few entities or with many across your value chain, and on what timescale?

**Ian Ellison**, sustainability manager, **Jaguar Land Rover**

**Peter Nieuwenhuizen**, director innovation, partnerships and complexity reduction, **Akzo Nobel**

**Simon Hoffmeyer Boas**, director, corporate communications and CSR, **Carlsberg**

**Rudi Daelmans**, director, sustainability, **Desso**

**John Reves**, director, group sustainability, **Rexam**



## Panel discussion

### The route to circularity: how far, how fast?

Changing the fundamental operating structure and value proposition of a business is a risk that many CEOs probably, and reasonably, aren't inclined to undertake lightly. Change is dangerous and unpredictable if not handled diligently. This risk perception is a barrier that a company has to overcome in order to achieve circularity. So, how do you mitigate the risk of adopting circular economy concepts that inadvertently damage your business?

The speakers will address such questions as:

- What is the role of business "pilots" in medium- and long-term strategy?
- How do you scale up circular economy from niche initiatives to core products?

**Forbes McDougall**, head of circular economy, **Veolia**

**Ramon Arratia**, sustainability director, **Interface**

**Thierry Mallet**, EVP, innovation and business performance, **SUEZ Environnement**

**Chris Jackson**, vice president, **DHL EnviroSolutions**

## A keynote address followed by a panel discussion

### The role of governments: what can they do and what will they do?

In order to induce a systemic transition in the global economy, government action is necessary. But whether or not a government has a circular economy policy is unlikely to affect its popularity. Within this context, how do we get politicians to care?

The speakers will address such questions as:

- Is the "delay" of the European Union circular economy package a good or a bad development?
- What is the role of governmental policy in facilitating the transition of business to circular operating models?
- Realistically, are businesses going to get any help from government?
- What are the practical policy measures that governments can implement to aid business, and what should we lobby for?

Keynote: **Janez Potocnik**, former European commissioner for the environment

**David Palmer-Jones**, chief executive officer, **SITA UK**

**Ida Auken**, member of the Danish parliament and former minister for the environment

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## Presentation

### The next generation of business models

In this session we tackle the questions around the strategic considerations in adopting a circular business model. How do you select the model that is right for your organisation and how do you go about streamlining the implementation?

This session will set the scene for the next session where five different models, identified and researched by Accenture Strategy, the conference's principal sponsor, are detailed.

**Peter Lacy**, managing director, strategy and sustainability services, **Accenture Strategy**

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## Breakout case studies and workshops

### Different circular business models in practice

In these breakout sessions we look at different circular models that businesses are using, exploring case studies in detail to understand their benefits and challenges, and how they can be implemented.

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### Product life-extension

The product life-extension business model lengthens the useful lifecycle of products by tying revenue generation to longevity instead of volume. In this model, product characteristics such as durability, quality and functionality are more highly valued. Products sold through this model can command a higher up-front price. The longer and more intensively a product is used, the better for the company that supplies it.

**Mike Barry**, director, Plan A, **Marks & Spencer**

**Paul Toyne**, group head of sustainability, **Balfour Beatty**

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### Resource reclaim and recycling

In the resource reclaim and recycling model, a company takes a value perspective when considering not just its end products, but all material streams that run through its business. In other words, every by-product and waste stream is potentially valuable and should be optimised to maximise its revenue potential.

**Andy Doran**, senior manager – sustainability and recycling development, **Novelis**

**Klaus Stadler**, director, environment and water resources Europe, **Coca-Cola Company**

Tom Berry, head of sustainability, EMEA, **Kimberly-Clark**

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### Circular supply chains

Until recently, manufacturers looking for the raw materials and energy needed to make their products had few alternatives than those derived from virgin resources (which often were toxic, polluting or non-recyclable). Circular supply chain business models allow companies to provide fully renewable, recyclable or biodegradable inputs as substitutes for linear ones thereby creating a sustainable supply for production.

**Eben Bayer**, chief executive officer, **Ecovative Design**

**Juan Jose Freijo**, global head of sustainability, **Brambles**

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### Sharing platform

The sharing platform business model provides a medium between asset holders and prospective asset users. The model increases the use of resources by connecting owners with either individuals or organisations that need the spare capacity. Instead of sitting idle, the platform increases the productivity of an asset by allowing co-access or co-ownership. Well known examples of this business model include Airbnb and Uber. What can other types of businesses learn from these rapidly growing start-ups?

**Quentin Drewell**, UK circular economy lead, **Accenture Strategy**

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### Product-as-a-service

The product-as-a-service business model decouples performance from ownership of the material product. This way the customer pays for use of the product only. The business retains ownership of the product throughout the entire lifecycle and can manage the product through design, usage, maintenance, reuse, remanufacture and recycling.

**Jakob Rutqvist**, sustainability manager, **Accenture Strategy**

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## Keynote address followed by Q+A A CEO's view: is circularity a movement worth championing?

In this session we ask the boss of a committed circular company to explain his thoughts regarding the ideas and opportunities presented by the circular economy. Are these opportunities good enough? How much effort and resources should companies invest in this concept? Is this just another sustainability and communications exercise?

We ask the tough questions to flesh out the genuine, most compelling reasons for creating a circular business.

**Nigel Hunton**, chief executive officer, **MBA Polymers**

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## Panel discussion Technology: what are the key circular enablers and are they ready for use?

Without technology there can be no modern circular economy – it is absolutely critical. With the increasing penetration of digital access and mobile phone use, and developments in technology and engineering, exploiting these trends and applying these advances will be vital for securing a circular advantage.

3D printing, big data, modular designs, tracking, machine-to-machine communication and return systems are some of the current technologies that have circular applications. In this session we ask how they are being used and what capabilities are still missing.

We will address such questions as:

- What are the key transformative and enabling technologies that are in place, and what do we still need?
- Is there enough attention from the investor community on circular economy issues?

**Matt Polaine**, lead researcher, circular economy, **BT**

**Julian Thomas**, chief executive officer, **Innoverve**

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## Panel discussion Access over ownership: do the customers buy it?

A key component of having a circular product is that the value proposition, in a significant number of cases, will need to be relationship-based, rather than transaction-based. This is a type of consumerism that is radically different to what we're used to, certainly on a mass scale. We will explore how to gauge whether

consumers will be psychologically receptive to such a shift and when the economics make sense for a business.

The speakers will address such questions as:

- Do customers prefer paying for use of a product or for the product itself?
- What will be the likely cost structure for companies operating a relationship-based revenue model?
- Do current key performance indicators and incentive schemes allow for the concept of access over ownership to be effective?
- What are the financial accounting complications that need to be addressed in such a model?

**Julian Thomas**, chief executive officer, **Innoverve**

**Juan Jose Freijo**, global head of sustainability, **Brambles**

**Nitesh Magdani**, director of sustainability, **BAM Construct UK**

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## Circular finance, accounting and measurement

The linear "take, make and waste" model of production and business is underpinned by a certain financial accounting structure and way of thinking. In order to become part of a circular economy, a new form of accounting will be necessary to meet the wider environment and social objectives of an organisation.

Current thinking around return-on-investment and product pricing are not fit for purpose in the circular economy as it does not reflect the negative impacts of production. We need accounting that can internalise the negative externalities of a value chain.

In this session we will explore how such concepts as natural capital accounting and environmental profit and loss accounts can support the development of a circular company.

The speakers will address such questions as:

- What does accounting look like in a circular business and how can it be integrated with existing frameworks?
- What is the role of natural capital accounting in driving circularity?
- Will a circular business financially outperform a linear one?

**Shyaam Ramkumar**, programme manager, **Circle Economy**

**Gert-Jan Sicking**, managing director, innovation institutional business, **PGGM**

**Richard Kooloos**, head of sustainable banking, **ABN AMRO**

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## Three tracked, concurrently running breakouts: Implementing circular thinking and practices across the business

Through a mixture of case studies, theory and best practice examples these breakouts tackle the key circular economy challenges as they relate to different functions within a business. The aim is to help outline the necessary considerations for the main departments that are critical in creating a circular business.

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### Track one Product design and R&D functions

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#### Breakout one Embedding circular principles in design

Circular economy is easy enough to conceptualise and understand. The devil is in the technical detail, constraints of technological and physical properties of resources, and often the legacy of having done business with no concerted effort on circularity previously.

We will look at practical examples from a range of companies that have looked to embed circular design at product inception and creation, and what the results have been.

- What are the key principles for design circularity?
- How should KPIs be introduced for circularity and the right incentives developed for future designs?
- How useful are exercises such as material flow and scenario analysis in aiding sustainable design? What other methods are useful?

**Ian Ellison**, sustainability manager,  
**Jaguar Land Rover**

**Dax Lovegrove**, director, sustainability  
and innovation, **Kingfisher**



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#### Breakout two The application of modular design – case studies

One of the interesting concepts that has emerged from sustainability design and product life-extension is the idea of providing products that are designed to be easily and continuously upgraded. Like the broom that has had three heads and four handles, it's still the same product but parts can be upgraded when exhausted or outdated.

The idea has obvious benefits and potential for commercial model innovation. We'll ask if there's an argument for giving such products away for free and instead generating all revenues from upgrades and add-on sales, which takes the digital "freemium" model into the physical world.

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### Track two Supply chain and operational functions

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#### Breakout one Strategies to close material loops in the supply chain

In this session we will lay the strategic groundwork for creating a closed material supply chain and ask what key competencies are required by a company in order to do so. We will ask companies that are attempting to do so for their experience overcoming the challenges, and for their key lessons learnt.

**Kirstie McIntyre**, director, social and  
environmental responsibility, EMEA, **HP**

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#### Breakout two Technologies for circular supply chain management

In this session we will explore asset tracking, product passports and machine-to-machine communication, just some of the innovations that have been cited as enablers of circular supply. We will see how they are being used by companies and what other innovations and technologies need to be developed to allow business to retain effective ownership of materials.

We'll find out about the constraints and technical barriers that are preventing the realisation of closed loop supply chains.

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## Breakout three

### Resource recovery, reverse logistics and implementing mass take-back

In order to remove dependence on virgin materials and raw materials for production a company needs to be able to take back effectively the materials of the products it has sold after the customer is finished using it. The potential benefits to the business of achieving this would drastically reduce the materials necessary for new products.

But, what is the most economic strategy to build the necessary take-back infrastructure? Do you move recovered products back to remanufacturing centres and incur extra logistical costs, or can you localise production and take-back?

We look at cases of good examples of take-back schemes in the electronics, apparel and automotive sectors to help understand the economics, operational challenges and considerations that need to be confronted.

**Jonathan Perry**, take back compliance consultant, **Dell**

**Tom Berry**, head of sustainability, EMEA, **Kimberly-Clark**

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## Track three

### Customer engagement, marketing and sales functions

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## Breakout one

### Can a circular product command a premium?

Economic and quantitative arguments are strongly favoured by business people in decision making. In order to get serious commitment from anyone in business the numbers need to work. For the circular economy, a key question is how we can transform a good concept into one for which you can charge a higher price and/or manufacture at a lower cost.

While the mass consumer market is behaviourally insensitive to the sustainability credentials of most products, can circularity get you a price premium?

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## Breakout two

### Incentivising customer engagement – a look at B2C examples

The mass consumer market is largely indifferent to sustainability products. But in order to make a circular value chain, consumers will have to use and behave in a certain way that activates the circular potential of the product – putting paper in a recycling bin is a very simple example.

In this session we will ask how a business can communicate with consumers and market its products in such a way that consumers engage, consciously or unconsciously, with the circular model.

**Dax Lovegrove**, director, sustainability and innovation, **Kingfisher**



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## Breakout three

### Incentivising customer engagement – B2B strategies

Business-to-business relationships tend to be more selective of products and can place a greater value on sustainability than business-to-consumer. Supplier contracting, for example, often goes through a rigorous and well defined decision-making process, involving codes of conduct and agreements on corporate responsibility. At the same time, consumer behaviour patterns have been more difficult to predict. Given this, we will look at B2B circular product examples for lessons-learned and ask how much of a differentiator a circular value proposition can be.



# Key questions you may be asking

1

## Who will be in the room?

This is not an exhibition. Attending will be a maximum of 150 senior professionals representing large, medium and start-up businesses from operations, environment, corporate responsibility, sustainability, supply chain and mainstream commercial functions. We will actively restrict the number of service providers to ensure that there is a minimum of 80% business practitioners in attendance.

2

## What is the purpose of the event?

The conference, firstly, provides progressive companies that are committed to the circular economy with a platform to debate the latest and most pressing of challenges. Secondly, the event will help businesses that want to engage more, develop clear strategy transition to a circular business model and make clear the benefits of doing so.

The narrative and structure of the agenda is designed to reconcile the latest thinking with accessibility, for this is still a new and innovative business concept. Circularity is something that nearly all companies can profit from applying. This event is the platform to outline why that is and how to do it.

3

## Is “circular economy” just another sustainability fad?

The simple answer is no. Circular business represents a mainstream business opportunity that all companies can gain from applying and taking seriously. Due to the finite nature of global resources and the growing level of human global consumption, the solutions that are provided by a circular business model will only grow in attractiveness. It provides an opportunity for all types of business practitioners and not just those with corporate responsibility or sustainability in their job titles. We have ensured that the agenda is accessible and, due to the structure of breakouts and plenaries, relevant to managers from supply chain to design to sales and marketing to operations.

4

## Why will this event be different?

Innovation Forum has a clear philosophy – focused events, senior participants and candid dialogue. By bringing together highly experienced practitioners around such a focused topic, we are able to get to the core of the challenges and opportunities for companies. The agenda is designed to be interactive and engaging so the issues discussed are those that matter to you and your peers.

# Circular Advantage Business Forum

Discover and implement circular business models that generate new revenue streams, reduce costs and create sustainable growth

8th-9th June 2015 | London, UK

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 to save £300 on the full price

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**W** [www.innovation-forum.co.uk/circular-economy.php](http://www.innovation-forum.co.uk/circular-economy.php)

## UPCOMING EVENTS

- Sustainable Sugar: How to manage and mitigate risk – and profit from sustainability**  
16th-17th June 2015, London
- Measurement and Valuation of Corporate Responsibility and Sustainability**  
29th-30th June 2015, London
- Deforestation in Asia: Overcoming business challenges via stakeholder engagement and partnerships**  
September 2015, Singapore

**If you're interested in any of these events, please do get in touch:**

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