

S4F CIRCULAR FASHION BUSINESS TOOLKIT

Version 1



With the contribution of the COSME
Programme of the European Union



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Author: Leekei WH Tang



DATA
SCOUTS

envolve
ENTREPRENEURSHIP



ZIPHOUSE

S4F CIRCULAR FASHION BUSINESS TOOLKIT



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About S4Fashion.

S4Fashion is empowering small medium-sized enterprises to introduce new sustainable and circular economy products, services, methods, tools and business models for the fashion industry.

The project, throughout its three-year life cycle, will produce new evidence-based knowledge on sustainability and circular economy for the fashion industry and share its findings with the whole ecosystem of the European fashion community. Beyond the pilot projects, a much larger number of organizations will be supported through a parallel programme of workshops and training activities building a system of transnational sustainable fashion laboratories for the testing and measurement of new methodologies.

S4 Fashion is a support project, co-funded by the COSME Programme of the European Union that aims to help 25 transnational partnerships collaborate in creating sustainable solutions for the fashion industry. It is being led by the European Creative Hubs Network (ECHN) in partnership with Istituto Europeo di Design (IED), Envolve Entrepreneurship Greece, DataScouts, and ZIPHOUSE of the Technical University of Moldova.

What is the S4Fashion Toolkit?

This toolkit is a learning resource to help small-to-medium-sized fashion brands to become more circular and sustainable by preparing experts to deliver workshops and training to educators, students, designers and companies in the transition process.

This toolkit is a result of the S4Fashion Project and comprises 6 key concepts (building blocks), with their description and instructions, expected outcomes, downloadable activity canvases, business studies and a bibliography of curated references for self-study.

How was the S4Fashion toolkit produced?

The building blocks were developed in response to the research conducted by the S4Fashion Consortium, the hypotheses derived from that research, and a study of previously existing sustainable fashion toolkits.

The S4Fashion research report identifies the main needs, opportunities and challenges of the fashion industry in introducing sustainability and circularity through mapping and user interviews. A public document, made available on <https://s4fashion.eu/>, the 83-page document presents the key findings from the anonymous interviews that took place with actors of the fashion ecosystem and presents the results of the mapping activities that identified the main supporters and support programmes of sustainable and circular fashion throughout Europe and its neighboring countries.

The research provided a more profound understanding of how to transition to more planet-centered fashion ecosystems and support businesses in achieving circularity through guidance, providing the necessary tools according to their business models and goals along the fashion value chain. With this in mind, the first versions of the building blocks for the toolkit were developed.

These hypothetical building blocks were then tested over 12 months during a series of online workshops carried out with the SMEs who participated in S4Fashion. By means of surveys, activities and real-time use of the proposed learning tools, the Consortium was able to hone the modules with feedback from potential users in order to provide the most up-to-date and informed version of the toolkit.



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Introduction

Purpose

This toolkit is designed to support fashion designers and brands in their journey toward more circularity and sustainability in the products and services they deliver. With success stories, hands-on activities, practical templates, and curated resources, this toolkit fosters continuous learning and progress in the field of circular economy.

What is a 'circular' economy?

'Circular' refers to a system of production and consumption that is restorative and regenerative, and in which resource input, waste, emissions and energy use are minimised.

The principles of circular economy design are 1. eliminate waste and pollution, 2. circulate products and materials at highest value 3. regenerate nature.

It's a design-driven approach whereby the business owner is encouraged to innovate and to revisit every aspect of the business

[definitions from S4F 1.1 report and Ellen Macarthur Foundation Circular Design for Fashion Book

Book <https://ellenmacarthurfoundation.org/the-circular-design-for-fashion-book>

How can your business change the fashion industry?

While your business alone cannot revolutionize the industry, it is part of a larger ecosystem.

By focusing on internal transformation, you can influence the operations of other players.

Over time, this ripple effect will spread throughout the fashion industry, creating change.

How to use this toolkit?

As each business is different, this toolkit is designed to assist you in crafting a personalized blueprint for your circular fashion business, rather than relying on a generic one-size-fits-all approach.

This toolkit guides you in exploring your business foundations and operations, allowing you to create a set of actionable resources customized to your unique requirements and objectives. By doing so, you can lay a solid groundwork for your business, eventually promote development and partnership within your ecosystem.

You can work on the activities and answer questions of the toolkit on your own or with other members of your teams.

This toolkit is composed of 6 building blocks each focusing on a key component of a circular fashion business.

You can choose to work on one or more particular building blocks but for optimal results you should complete the toolkit in full.



⇐ insert here the diagram with the 6 BB which expands with details as per slide 2 when clicked or hovered

add a sentence about the format when confirmed if scoring system:

As you make progress in completing each building block, you can earn badges that reflect your growing comprehension and implementation of circular business principles.

Overview of the 6 Building Blocks

	1.	2.	3.	4.	5.	6.
name	Purpose	Life Cycle	Impact & Progress	Business Model	Product Design	Sales
tool (output)	Purpose Pyramid	Lifecycle Framework	Impact Blueprint	Value Hill	Design Philosophy and Design Strategies	Sales Model Quiz
objectives	to align the brand’s purpose with its strategy, culture, and business goals	to assess environmental impacts of current operation and identify possibilities for improvement	to measure the impact of the business and track progress	to help identify circular economy gaps, opportunities and foster strategic partnerships	to ensure that products match with brand’s values and sustainability goals	to explore alternative sales and revenue models

1. Purpose

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The **PURPOSE** of an organization is its reason for existence.

In the context of a circular fashion business, the **PURPOSE** focuses on establishing the core values and mission of a business, which is crucial for ensuring that all subsequent actions align with the desired outcomes and concur to positive impact on the environment and society.

The **PURPOSE** of a circular fashion business goes beyond merely creating value for customers and owners and achieving financial sustainability.

With this building block, you will build your **PURPOSE PYRAMID**. It is a framework for defining the purpose of your business based on its vision, mission, and values. It describes the overarching goals and common purpose your business strives to achieve.

The **PURPOSE PYRAMID** is a useful tool for aligning the company's purpose with its strategy, culture, and brand, and can help communicate the company's purpose and values to stakeholders, including customers, employees, and investors.

At the early stage or at a time of transformation, the **PURPOSE PYRAMID** is particularly important because it helps to:

- Provide direction and focus: your **PURPOSE PYRAMID** gives you a clear sense of purpose and direction, helping to ensure that the team is focused on the most important priorities and not getting sidetracked by distractions.
- Ease decision - making: your **PURPOSE PYRAMID** can serve as a decision - making framework, helping you and your team to evaluate new opportunities and initiatives against the question of whether or not they align with the company's overarching goal and purpose.
- Create alignment: your **PURPOSE PYRAMID** helps to align the efforts of the entire team and the business partners, from the founders and designers to other employees and contractors, towards a common goal. This can foster a sense of shared purpose and motivation, which can be especially important when the outcomes of the efforts are uncertain.

CASE STUDY

BETHANY WILLIAMS LONDON

“Bethany Williams is the namesake brand of Bethany Williams, a London based designer from the Isle of Man. Believing that social and environmental issues go hand in hand and through exploring the connection between these issues, we find innovative design solutions to sustainability.”

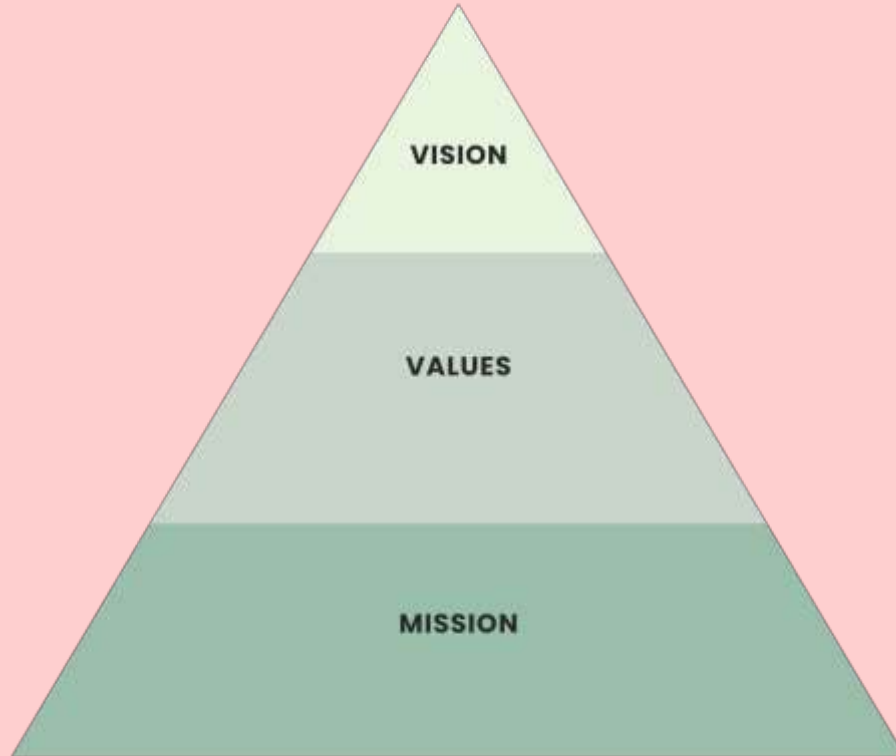
<https://bethany-williams.com/pages/about>



- **VISION** - to shape the fashion industry toward businesses working with ethical practices, both socially and environmentally as a standard
- **VALUES-** work with social projects and local manufacturers to produce our collections. Designers providing their own system to evoke change within a community, rather than using those that are already established. Positive critique and alternative systems.
- **MISSION** - to explore the connection between social and environmental issues to find innovative design solutions to sustainability

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The 3 layers of your PURPOSE PYRAMID are: vision, values and mission



- **VISION** defines its desired future state and ultimate goal. It answers the question of *WHAT* is the dreamworld your business is attempting to build for the future?
- **VALUES** serve as guiding principles and beliefs that support the mission and vision of the company. It constrains *HOW* the organisation takes action to pursue its vision?
- **MISSION** provides a more concrete and actionable expression of the company's purpose and how it intends to achieve its vision. It answers to questions of *WHY* does your business exist in the first place, *WHAT* do you do and *WHO* are you helping?

How To Build Your Purpose Pyramid?

The mission, values and vision of the business of the purpose pyramid exist oftentimes in some shape or form in the founder's head.

But are the details of the pillars clearly understood by every member of the team and how these are translated in terms of design, business, or decision - making? and more importantly, is everyone in the team aligned with the philosophy and the modalities in the purpose pyramid?

Find out with your team!

It is also important to create a space where participants can feel safe to share their perspectives and ideas.

Cut off from all the noise and day - to - day operations. You can for example run, this activity offsite.

INSTRUCTIONS:

participants : core team members (founder, marketing, sales...etc)

duration : 3 hours

steps

1. answer the 5 questions (30 min)
 2. write your vision statement (15 min)
 3. answer the 6 questions (30 min)
 4. list up to 10 values (15 min)
 5. answer the 6 questions (30 min)
 6. write your mission ((15 min)
-
1. fill out your purpose pyramid using the template (10 min)
 2. discuss how you will implement the terms of the pyramid and build an action plan (35 min)

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VISION

1) what a day in your life would look like in... 2050?

2) what kind of future do you envision for society? next generation?

3) which issue(s) do you want to address?

4) what do you want to achieve with your business going forward?

5) what changes do you believe your business can create in xxx (time)?

Now agree with all the participants of this activity on your vision statement and fill in the blanks:

“our vision is to [verb (WHAT)]___ [group/industry/focus/(WHO)] that can [impact/change/transform/(WHY)]

HELPFUL TIPS

- *WHAT* is the dreamworld your business is attempting to build? You are looking onto the future!
- You should be descriptive, inspirational and creative. A vision is about *US* and is looking outward building something much bigger than yourself.

HELPFUL TIPS

Your vision must be motivational, inspirational yet attainable so others would likely take action and join in your endeavour.

- write in the present tense, not future
- the [verb/ *WHAT*] suggests an achievement
- the [*WHO*] is bigger than the one used in the mission
- the [*WHY*] is the expected outcome

Well done! you've just drafted your VISION statement!

ACTIVITY (2/3)

VALUES

HELPFUL TIPS

- Your system of values is defined by the lessons learned as a kids, then shaped by past experiences and new learnings.
- Your values constraint *HOW* your organisation take action to contribute to building its vision. Your set of values operates as the operating system to conduct your activities in your business
It's related to decision - making and action - taking

HELPFUL TIPS

- ⇒ use affirmation
- ⇒ assertiveness

1) what are the stories or memories from your childhood that have contributed to shaping your current worldview?

2) what are some of the difficult business challenges you have faced and how you've found solutions to solve them?

3) what cause(s) do you stand for?

4) what is a 'normal' behaviour for your business? what is a 'abnormal' behaviour?

5) how do you interact with each other inside your organization? in your community?

Your values is a set of principles that guide how you operate as a business. Agree with all the participants of this activity on your set of values and list them up (max 10):

"our set are values are:

- value 1,

value 2,

value 3, ...etc"

Bravo! you've just described your VALUES statement

MISSION

1) share a story of a time when your work was repeatedly praised by others, solved a problem or created a positive impact

2) what is that you do better or best?

3) what is the impact or the transformation you are trying to create?

4) who are you impacting/transforming?

5) how do you help them/the industry with their/its problem?

Agree with all the participants of this activity on your mission statement and fill in the blanks:

“our mission is to [verb (WHAT)] so that [group/industry/focus (WHO)] can [impact/change/transform (WHY)]”

Voila! You’ve just defined your **MISSION** statement!

HELPFUL TIPS

- Your mission is compelling. It might come from your subconscious mind and built upon positive emotions.
- *WHY* does your business exist in the first place, *WHAT* do you do and *WHO* are you helping? Don’t be too product specific, the product is only one of the many ways you execute on your mission

HELPFUL TIPS

Your mission expresses what others **NEED**, it’s about **HELPING OTHERS**.

- use uplifting and positive words
- be bold but attainable
- must be simple, memorable, sparks joy and pride

How to use your Design Purpose Pyramids?

WHAT TO DO NEXT?

Internally: Find creative ways to make the statements of your PURPOSE PYRAMID come in various shapes and forms so you can inspire even more individuals, align teams, develop new strategic partnerships. You can also build the internal habit of all business decision making through your PURPOSE PYRAMID

Externally: motivate members of your community and of ecosystem, including partners and customers, so together, you can create change

Now move to the next building blocks to find out how you take take bring your PURPOSE into action!

CURATED RESOURCES TO GO DEEPER:

- Jacqueline Novogratz, Manifesto for a Moral Revolution: Practices to Build a Better World,, 2020
- Shawn and Lawren Askinosie, Meaningful Work: A Quest to Do Great Business, Find Your Calling, And Feed Your Soul, 2017
- TED talk, [Start With Why](#) - [How Great Leaders Inspire Action](#) , Simon Sinek, 2009
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2. Lifecycle

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The **LIFECYCLE** assessment is essential for evaluating the environmental impact of your operations and identifying areas for improvement in your business.

It is important to consider potential negative consequences that may arise from the sustainability efforts of your business.

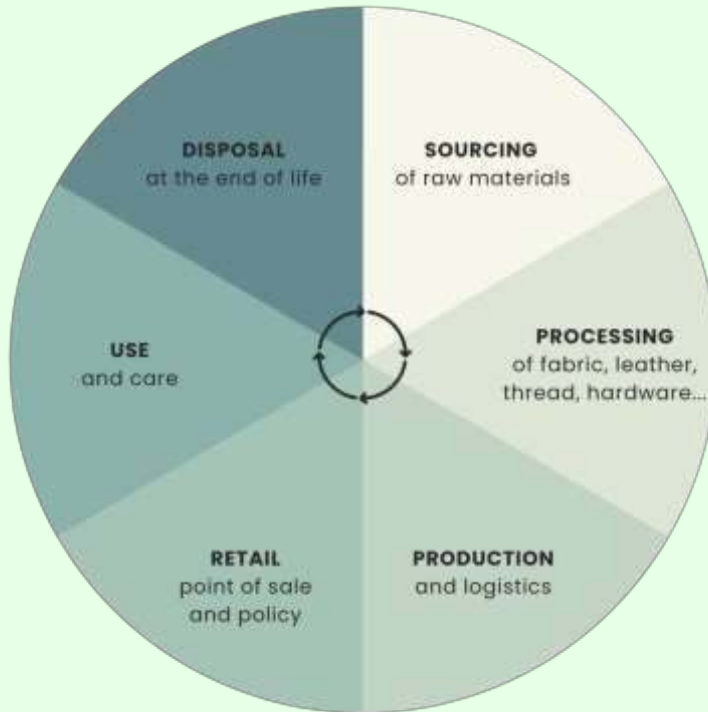
By conducting a thorough analysis of each stage of your supply chain, you can determine which practices are unsustainable and work to implement more environmentally friendly alternatives.

In this building block, you will use the **LIFECYCLE FRAMEWORK** to help analyze the impact of a product throughout its entire lifecycle.

By considering the entire life cycle of a product:

- you can identify the key areas where improvements can be made to reduce the overall environmental impact of your product
- you can also find opportunities to change your current operations or even business model
- additionally, the life cycle analysis can help you and your teams make more informed decisions about choosing the relevant partners for product development, procurement, and waste management

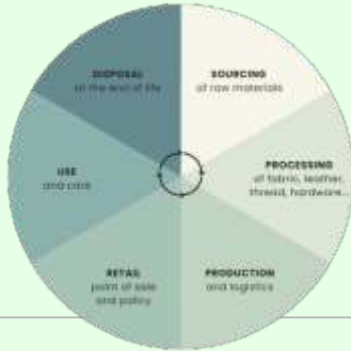
The 6 stages of product lifecycle



- **SOURCING** - The process of obtaining raw materials, fabrics, and other components needed for fashion products
- **PROCESSING** - Transforming raw materials into textiles and other components for making fashion products
- **PRODUCTION** - Assembling and creating finished fashion products from processed materials
- **RETAIL** - Selling the completed fashion products to customers through various distribution channels
- **USE** - The period during which customers wear, maintain, and enjoy their purchased fashion items
- **DISPOSAL** - At the end of life, it is the stage where products are discarded, recycled, or repurposed

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Improvement at all stages of products lifecycle



HOUDINI

Houdini is a Swedish sportswear company founded in the late 80s.

"We are a progressive outdoor company based in Stockholm, Sweden. Together with an odd band of scientists, artists, designers and adventurers, we are pushing the boundaries of how outdoor clothing is made. Together with our customers, we are recycling, renting, repairing and reusing our way to a new, sustainable outdoor industry. "

<https://houdinisportswear.com/>

	1) design out waste and pollution	2) circulate products and materials	3) regenerate natural systems
• SOURCING	83% of collection made from circular materials - use of merino wool and TENCEL Lyocell		
• PROCESSING	program to phase out of PFAS to reduce chemicals release	85% of collection made from recycled materials	... of which 39% is biodegradable
• PRODUCTION	versatile design, production near the place of retail	can be repaired	
• RETAIL	warranty and repair service in - store	product as a service, reuse marketplace	Regenerative Lifestyles Initiative
• USE	detailed wash and care instruction		world's first compost for worn out sportswear
• DISPOSAL		in- store recycling collection point	can be composted

<https://houdinisportswear.com/en-eu/sustainability>

CASE STUDY

HOW TO BUILD YOUR LIFECYCLE FRAMEWORK?

This activity is divided into 2 steps

The first step is assessment. You will identify and list the potential negative impacts of your operations and those of your partners, especially if they do not align with the three principles of the circular economy.

Do it for every stage of your product lifecycle.

After completing the first step, proceed to the second step focused on opportunities. Consider how you and your partners can improve and create a list of your desired ideal operations for your business.

INSTRUCTIONS:

participants : core team members (founder, designers, production manager, R&D...etc)

duration : 2 hours 30 min

steps

1. answer the 6 questions of the first step (60 min)
2. brainstorm ideas for the second steps (90 min)

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First step: identify all the negative impacts your business can generate at every stage of the lifecycle

TIPS: It's perfectly fine if you don't have all the exact details, as the objective here is to conduct an honest self - review and gain awareness

1 - SOURCING - focus on the provenance of the material

2 - PROCESSING - focus on the transformation process from raw material into ready - to - use manufacturing elements.

3 - PRODUCTION - focus on how the product is cut, how it is assembled, also how it is designed and where it is made.

4 - RETAIL - on place of retail (could be physical or online), energy used and how the product is delivered to the consumer can have a impact on the environment

5 - USE - on instructions to help consumers keep the

6 - DISPOSAL - on what happens to the product after it is disposed of?

TIPS: For each of the question, think of the impact.

You might discover some uncomfortable facts but it's part of the process!

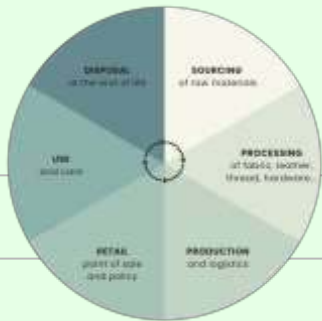
TIPS: Not all questions will be relevant to your business and some important issues are probably missing.

Ask questions and raise issues!

ACTIVITY (1/2)

ACTIVITY (2/2)

Second step: list out ALL the possible improvements at every stage



TIPS: Do not limit your creativity by thinking of the constraints. Think in terms of possibilities!

	OPPORTUNITIES FOR IMPROVEMENT		
	1) design out waste and pollution	2) circulate products and materials	3) regenerate natural systems
• SOURCING			
• PROCESSING			
• PRODUCTION			
• RETAIL			
• USE			
• DISPOSAL			

TIPS: What if resources (time, money or technology) were not limited? How can you improve the environmental impact of your products throughout its lifecycle?

Dream big!

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HOW TO USE YOUR LIFECYCLE FRAMEWORK?

OUTPUT

WHAT TO DO NEXT? Your LIFECYCLE FRAMEWORK should now be filled with issues to be addressed aka opportunities for improvement!

Now, go to the IMPACT building block to build your action plan

Curated resources should your want to go deeper:

3. Impact

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IMPACT AND PROGRESS is about setting goals, monitoring progress and measuring the impact of the business.

Since the resources in your business are finite, it is not really realistic to attempt to address all problems at once. In order to achieve meaningful impact.

It is more effective to choose a few specific areas where your business can have the greatest impact and focus your time and effort around set strategies. This approach allows for a more targeted use of your time and resources and can lead to tangible progress in those areas.

The **IMPACT BLUEPRINT** is a tool that can help you measure your impact, track your progress and create a system for your feedback loop.

Within this building block, you will create a customized blueprint that reflects the unique characteristics of your business and areas of focus.

CASE STUDY

EVERLANE

Everlane is an American clothing retailer that sells primarily online.

“At Everlane, we want the right choice to be as easy as putting on a great T-shirt. That’s why we partner with the best, ethical factories around the world. Source only the finest materials. And share those stories with you—down to the true cost of every product we make. It’s a new way of doing things. We call it Radical Transparency.”

<https://www.everlane.com/>

EVERLANE

impact report overview

Impact Pillar 1: keep earth clean			Impact Pillar 2: keep earth cool			Impact Pillar 3: do right by people		
str 1:	str 2:	str 3:	str 1:	str 2:	str 3:	str 1:	str 2:	str 3:
Minimize waste and pollution	Reduce natural resource consumption	Prioritize safer chemistry	Scope 3 emissions	Scope 1 & 2 emissions	Net-zero emissions	Fair wages & Gender equality	Equity and inclusion	Community engagement
success is:	success is:	success is:	success is:	success is:	success is:	success is:	success is:	success is:
Eliminated 90% of virgin plastic from our supply chain and are working on the last 10%.	67% of our raw materials used in 2021 met our preferred standards (certified recycled, organic, responsible, or FSC-certified)	100% safe chemistry. As of 2021, 57% of our apparel fabrics by volume meet our safer chemistry standards (bluesign®, GOTS and GRS)	55% lower carbon emissions per product by 2030	46% lower absolute emissions in our stores and HQ by 2030	achieve net-zero emissions by 2050 (or sooner)	100% of our factories around the globe pay above the legal hourly minimum wage in their respective countries.	foster an inclusive work environment through standardized DEI policies and internal trainings	partner with external organizations to fund and participate in social and environmental efforts in our communities.

source: <https://www.everlane.com/2021-impact-report>

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The layers of your IMPACT BLUEPRINT

impact pillar 1			impact pillar 2			impact pillar 3		
str 1	str 2	str 3	str 1	str 2	str 3	str 1	str 2	str 3
expected results:	expected results:	expected results:	expected results:	expected results:	expected results:	expected results:	expected results:	expected results:
deadline:	deadline:	deadline:	deadline:	deadline:	deadline:	deadline:	deadline:	deadline:

An Impact pillar refers to the specific area of impact or focus or initiative, such as keeping the earth clean or doing right by people.

An impact pillar can be supported distinct strategies that collectively work towards achieving a specific objective

Setting time - bound and measurable milestones and intermediary goals is crucial for tracking progress and ensuring alignment with the overall purpose of the business, allowing adjustments to be made if progress is not on track.

HOW TO BUILD YOUR IMPACT BLUEPRINT?

This activity is divided into 4 steps

The initial step is to choose the impact pillars that you want your business to address, and you can select one or multiple pillars. You can either choose your own subject or select one from the UN SDGs

The second step consist of designing three strategies that align with each impact pillar to implement in your business. This will be the basis of your action plan.

In the third step, describe the expected outcomes for each strategy.

The fourth step involves sharing and reviewing the strategies together

You can also divide the participants into smaller groups and have them work in parallel, with each group assigned to a specific impact pillar.

INSTRUCTIONS:

participants : core team members, everyone in the business

duration : minimum 3 hours

steps

1. choose up to 3 impact pillars (15 min)
 2. research and design strategies for each pillar (1 h min each)
 3. describe measurable and time - bound results for each strategy (10 min each)
-
1. Share the strategies with all the participants and review them together

You may want to review the different layers or the entire impact pillar at the end of the activity, as it is a brainstorming exercise, and make adjustments until all participants are comfortable with the implementation of the plan.

It is acceptable if you choose to concentrate on only one impact pillar or fewer strategies; what matters most is creating an implementable blueprint

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If you need inspiration, here's the 17 Sustainable Development Goals identified by the UN



useful framework

ACTIVITY (1/3)

First, let's identify the impacts you want to create with your business

impact pillar 1

impact pillar 2

impact pillar 3

HELPFUL TIPS

- these are overarching goals, do not need to be detailed
- should be of course aligned with your mission, vision and values
- you can get inspiration from UN Sustainable Development Goals

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Then for each of the impact pillar, identify up to 3 strategies you intend to implement in your business

impact pillar 1			impact pillar 2			impact pillar 3		
str 1	str 2	str 3	str 1	str 2	str 3	str 1	str 2	str 3

must be action - oriented, use verbs

ACTIVITY (2/3)

ACTIVITY (3/3)

To finalize your Impact Blueprint, for each of the strategies, describe the expected results and the date you aim to achieve it

impact pillar 1			impact pillar 2			impact pillar 3		
str 1	str 2	str 3	str 1	str 2	str 3	str 1	str 2	str 3
expected results:	expected results:	expected results:	expected results:	expected results:	expected results:	expected results:	expected results:	expected results:
deadline:	deadline:	deadline:	deadline:	deadline:	deadline:	deadline:	deadline:	make them timebound deadline:

measure results

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OUTPUT

HOW TO USE YOUR IMPACT BLUEPRINT?

WHAT TO DO NEXT?

Use your blueprint to finalize your action plan and monitor your progress.

Monitoring the progress is crucial because it allows your business to identify areas where you are better at and where you need to improve. This feedback loop allows for continuous learning and improvement, and can help you to adapt to changing circumstances

Now, you might have the resources in your teams to implement some of the strategies, but certainly not all of them. If you want to achieve the expected results, You need to find the right partners and build collaborations with them.

Now go to the BUSINESS MODELS building block to map your business on the value hill

CURATED RESOURCES TO GO DEEPER:

- https://circularity.id/static/circular.fashion_circularityID_white_paper_2021.pdf
- <https://www.dataphoria.com.au/>
- <https://www.earthmark.io/>
- Doughnut Economics For Businesses
<https://doughnuteconomics.org/themes/2>
- The Planetary Boundaries

4. Business Model

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The building block of **BUSINESS MODEL** involves exploring alternative ways of conducting business that align with circular economy principles.

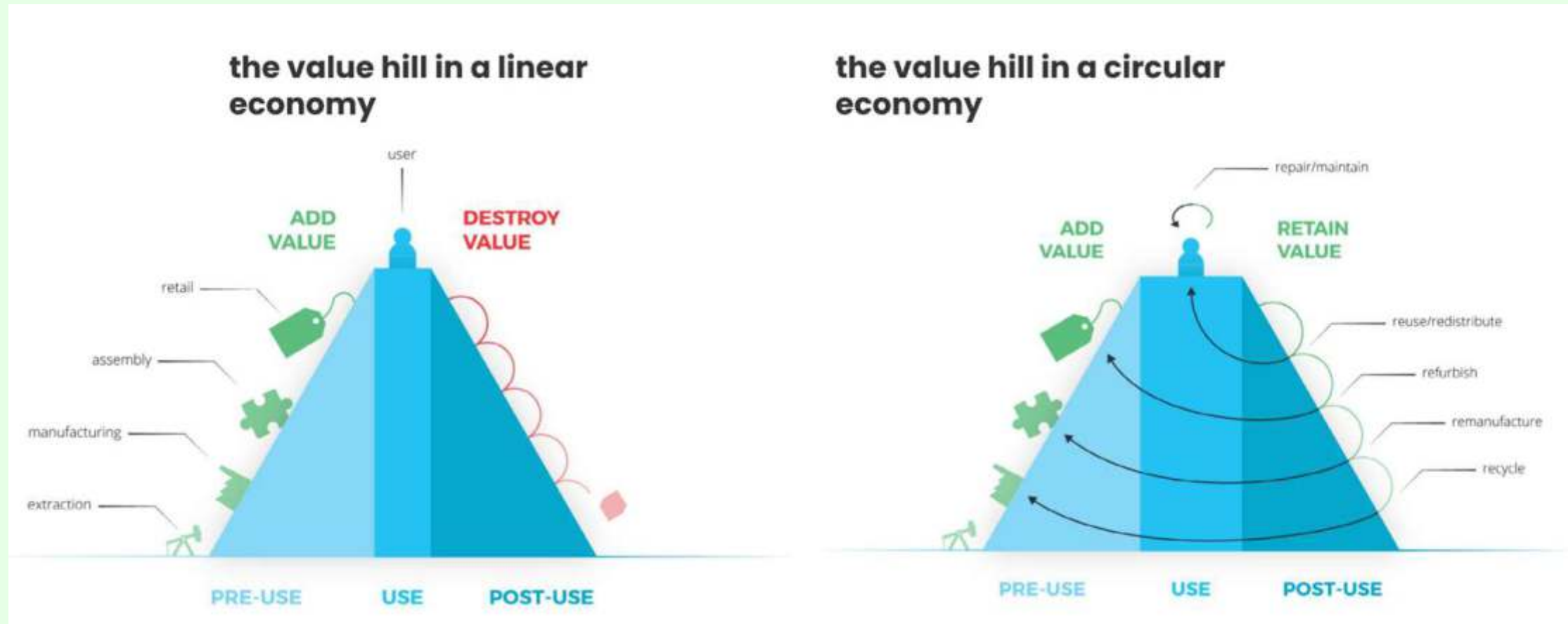
Traditionally, fashion brands have followed a linear business model that involves the extraction of raw materials, their transformation into finished products, and their disposal after use. However, this model is harmful to the environment and society, and a transition to a model that prioritizes better use of resources and regenerative practices is necessary. The **VALUE HILL** framework can be utilized to facilitate your transition.

The **VALUE HILL** framework helps you identify gaps and opportunities within a circular economy and provides insights on how to continue developing a circular business strategy by building partnerships.

By using the **VALUE HILL** framework, you can:

- locate your business within the value hill of your ecosystem
- identify partners and understand how they interact with each other and with their business
- uncover opportunities and create partnerships for improvement, allowing the design of new solutions that can extend the life of products and materials, reduce waste, and maximize value

In a circular economy, the **VALUE HILL** refers to the concept of creating value by extending the lifecycle of products and materials and reducing the need for virgin resources, as opposed to the linear model that quickly leads to the destruction of the product's value. By keeping products and materials in use for longer, the economic value of those resources can be maximized, and the environmental impact of extracting and processing new resources can be minimized.



CASE STUDY (1/3)

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CASE STUDY: Baby Clothes Rental to maintain the use of the product for as long as possible

Petit Bateau is a French brand of clothing and underwear for children founded in 1920

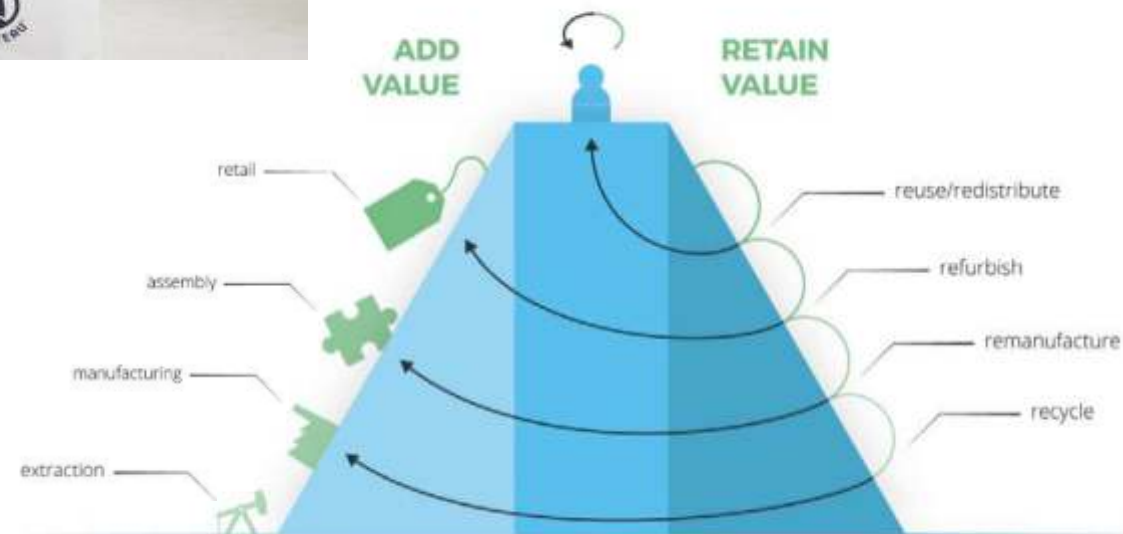
<https://www.petit-bateau.fr/>



MAINTAIN

on the top of the hill

repair/maintain



CASE STUDY (2/3)

CASE STUDY: Taking back worn clothes to

Eileen Fisher is an American B - Corp certified women clothing company founded in 1984.

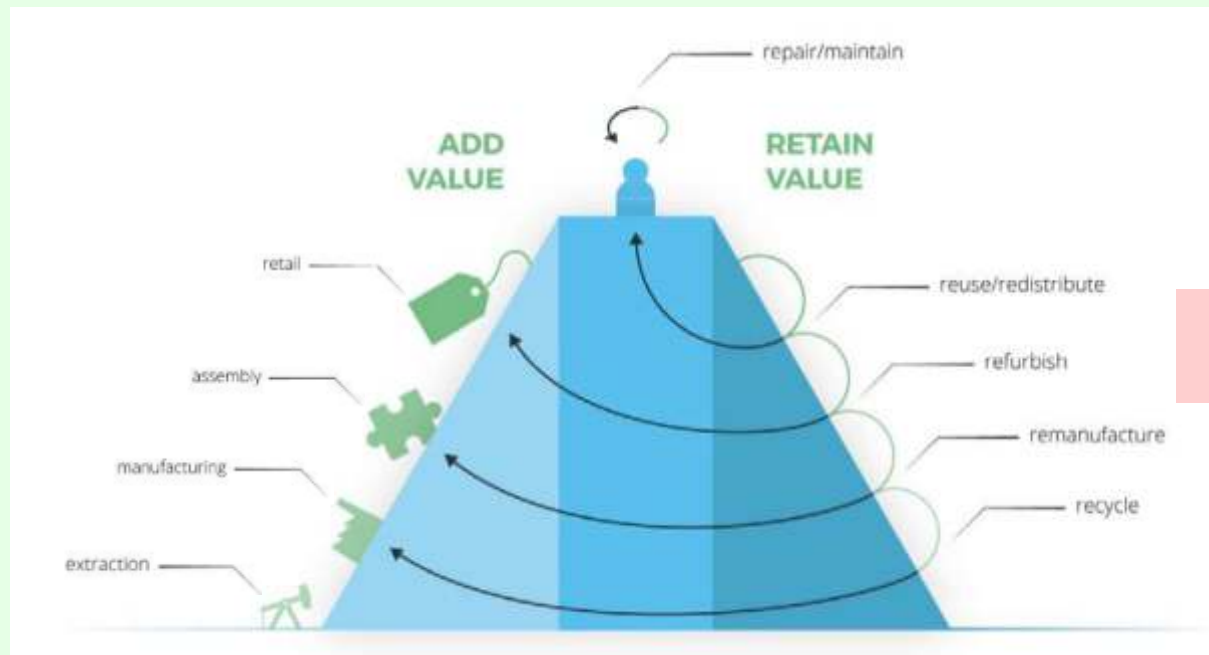
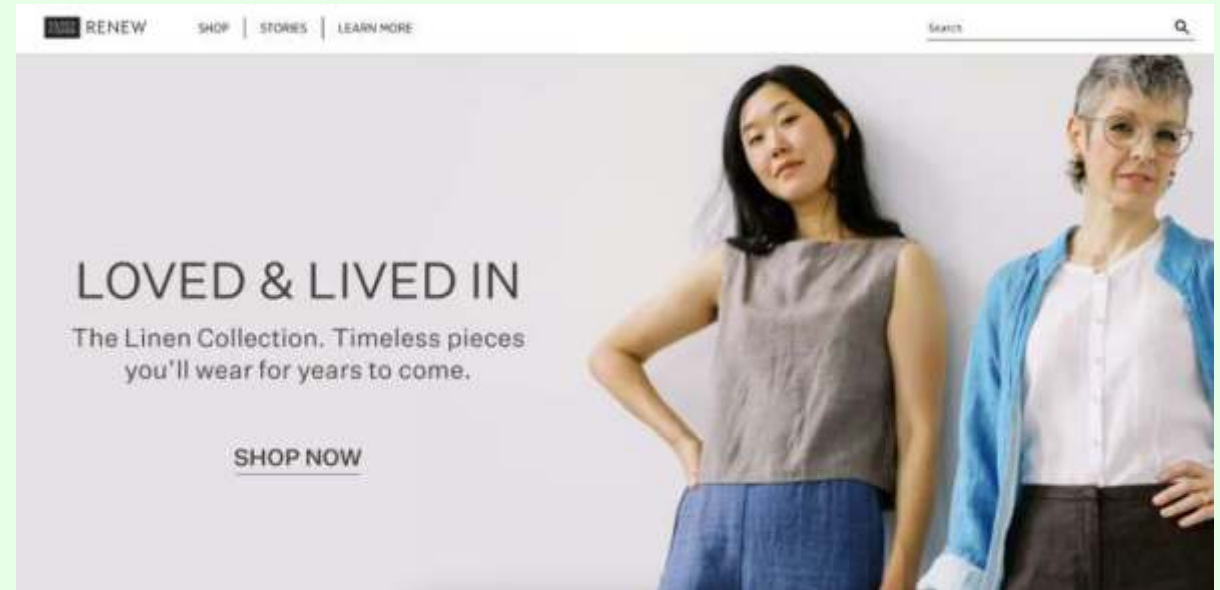
“Business for Good, Supporting Women + Girls + 翻”

<https://www.eileenfisher.com/>



CIRCULAR BY DESIGN

We're taking our clothes back—over 1.9 million pieces since 2009 —to be resold, donated or remade into new designs. It's all part of our vision for a future without waste.



REFURBISH
to resell

§4F CIRCULAR FASHION BUSINESS TOOLKIT

CASE STUDY: Recycling Kids' shoes and remanufactured into playground items and

Native Shoes is a Canadian footwear company founded in 2009

"Live Lightly™, our purpose in both footwear and philosophy, is a sentiment passed along from soul to sole since 2009. Through our simple formula of innovation, sustainability, originality, and the key ingredient, lightness, we strive to simplify our day, beautify our environment and lighten our carbon footprint on the world."

<https://www.eileenfisher.com/>

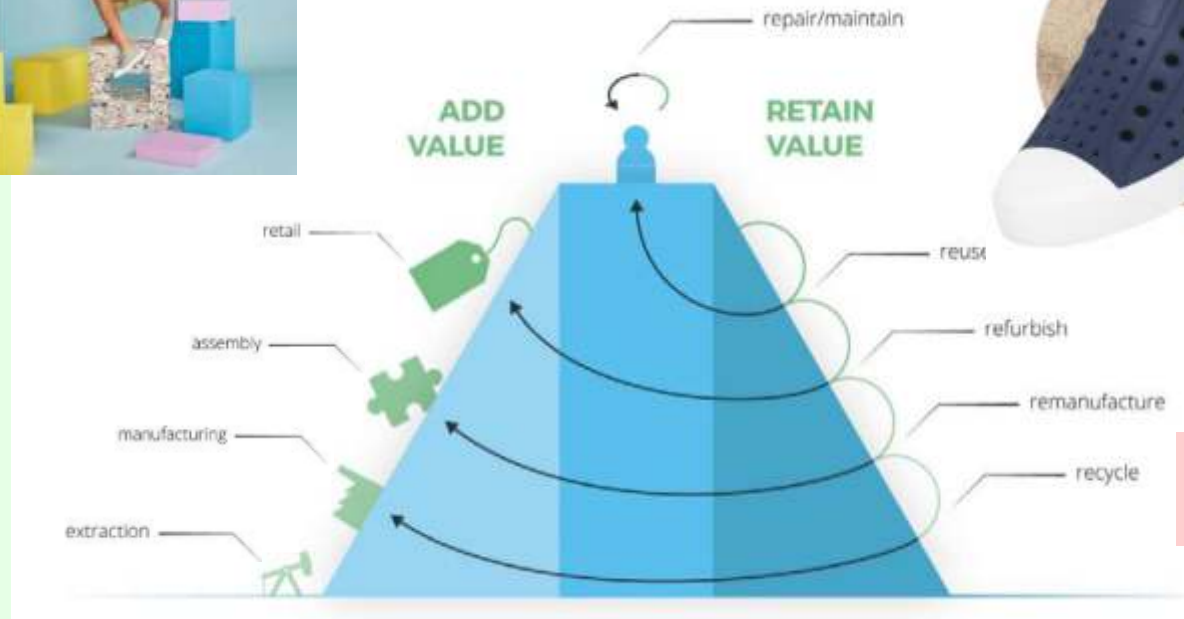


native **RE=**X
PROJECT

At Native Shoes, we believe in our purpose to make it easy for all to Live Lightly. We know the greatest ideas can come from the littlest questions, and our small steps can add up to a much bigger impact. Our flagship recycling initiative, the Native Shoes Remix™ Project recycles your well-loved shoes to give them new life in projects across the community. It's just one part of our plan to create a positive impact for our planet.



DYS GIRLS



RECYCLE
to remanufacture

HOW TO BUILD YOUR VALUE HILL?

This activity is divided into 4 steps

The initial step is to choose the impact pillars that you want your business to address, and you can select one or multiple pillars. You can either choose your own subject or select one from the UN SDGs

The second step consist of designing three strategies that align with each impact pillar to implement in your business. This will be the basis of your action plan.

In the third step, describe the expected outcomes for each strategy.

The fourth step involves sharing and reviewing the strategies together

You can also divide the participants into smaller groups and have them work in parallel, with each group assigned to a specific impact pillar.

INSTRUCTIONS:

participants : core team members, everyone in the business

duration : 2 hours

steps

1. familiarize with the 10 strategies to increase circularity (10 min)
2. answer question 1 to position your business (5 min)
3. answer question 2 to position your current partners (5 min)
4. answer question 3 to analyze the gaps and opportunities (20 min)
5. answer question 4 to identify potential new partnerships (20 min)
6. design your new value hill and define list of actions with existing and future partners (1 hour)

10 STRATEGIES TO INCREASE CIRCULARITY

Useful Framework

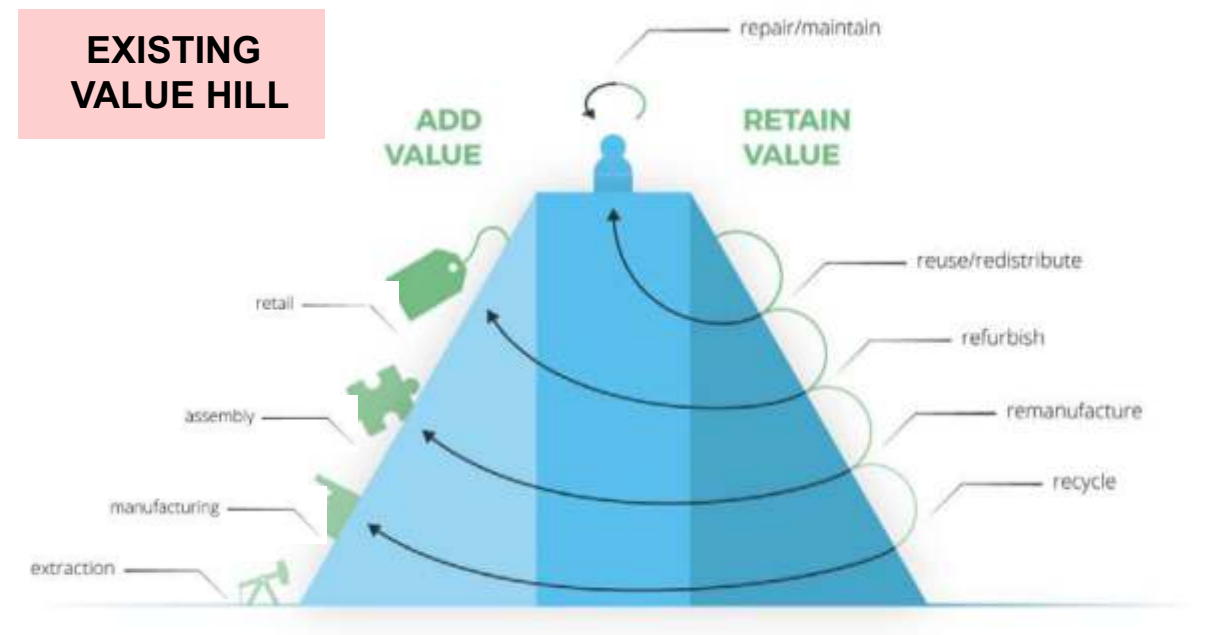


ACTIVITY (1/2)

1- Position your current business model and product design approach on the value hill: what categories does it belong? which ones of the R strategies are currently in place?

2 - Position your current value chain partners on the value hill. What are the relationships you currently have with them?

3 - Identify the gaps and opportunities in your value hill ecosystem. What are in the EXISTING collaborations or development that can increase the circularity and the value network?



§4F CIRCULAR FASHION BUSINESS TOOLKIT

4 - Identify new collaborations on the value hill: What are in the NEW collaborations or development that can be initiated and that can increase the circularity and the value network?

5 - Design your future circular business to amplify your impact . List the new R strategies you can implement, grow or multiply with your partners, prioritize them, map the interactions and build the action plan

Existing Partner:

Description of Current R strategy:

Description of Future of R strategy:

List of actions:

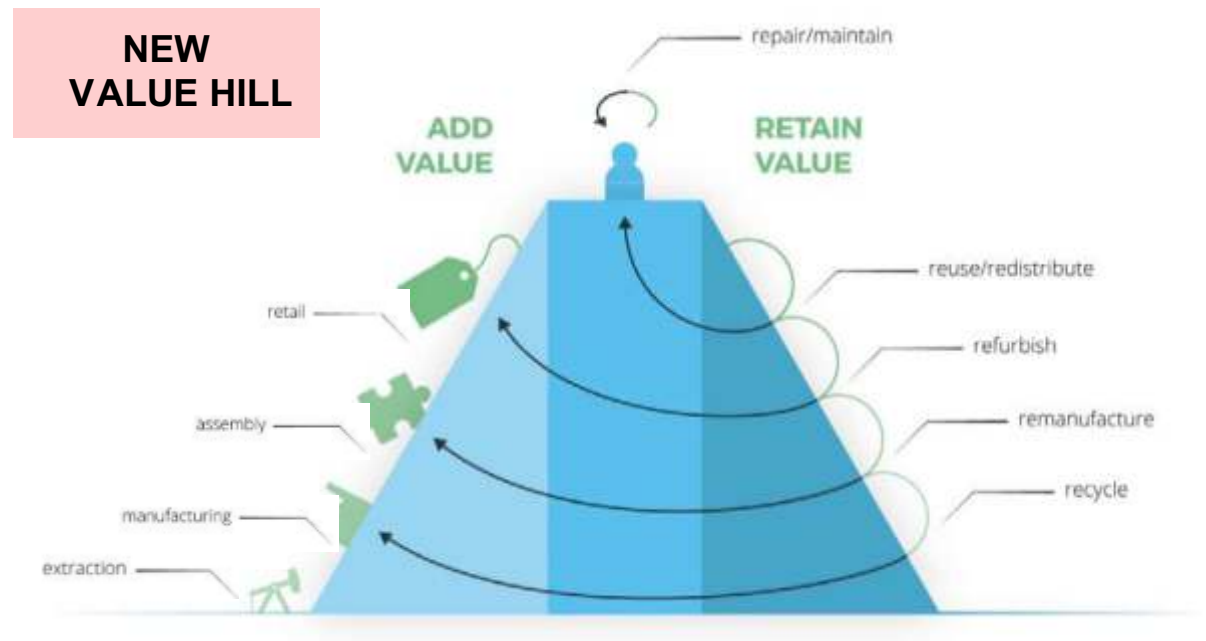
-
-
-
-

New Partner:

Description of Future of R strategy:

List of actions:

-
-
-
-



HOW TO USE YOUR VALUE HILL

WHAT TO DO NEXT?

Now that you have identified your partners on the VALUE HILL go and talk to them to see how you can build new partnerships or improve existing collaboration.

You can also go to **PRODUCT DESIGN** building block to start developing new products

Curated resources should your want to go deeper:

details in your **Business Model Canvas**

PODCAST [Getting in the Loop](#) aims at “making circular economy fun and understandable” and “KENT underwear” in [Climate Changers](#)

[NATIVE SHOES](#)

[Compostable Jeans CANDIANI](#)

[The Value Hill by Circle Economy & Sustainable Finance Lab](#)

5. Product Design

§4F CIRCULAR FASHION BUSINESS TOOLKIT

PRODUCT DESIGN involves creating and developing a new product, and in fashion design, it entails creating garments, accessories, or other fashion products while considering the target audience's needs, production costs, quality, materials, and functionality.

The process includes several stages, such as research, ideation, prototyping, and testing, and requires creativity, technical skills, and deep knowledge of fashion materials, technologies, and production processes. Compliance with legal requirements and safety standards is also essential.

In the context of a circular fashion business, every product's design must align with brand values and aesthetics while adhering to the brand's circular design principles. For example, product design teams can include longevity and durability goals, and maximize the use of existing materials and resources while minimizing waste and pollution.

In this building block, you will create 2 tools to help you consider all aspects of the design process, from materials and construction to end - of - life planning, and ensures that the final product complies with the standard of circularity of your business.

Drawing from the output of building blocks 1, 2 and 3 (on purpose, lifecycle and impact), in the **DESIGN PHILOSOPHY** activity you will describe the overarching principles and beliefs that guide your brand's approach to product design and development.

The **DESIGN STRATEGIES** helps the designers manage the design process efficiently by drawing from strategies vetted by the organization. It ensures that the product is developed within the environmental principles and create desired impacts. By considering the LIST OF DESIGN STRATEGIES, designers can create products that not only embody your brand's identity but that also meet the expectations of your circular economy objectives.

CASE STUDY (1/2)



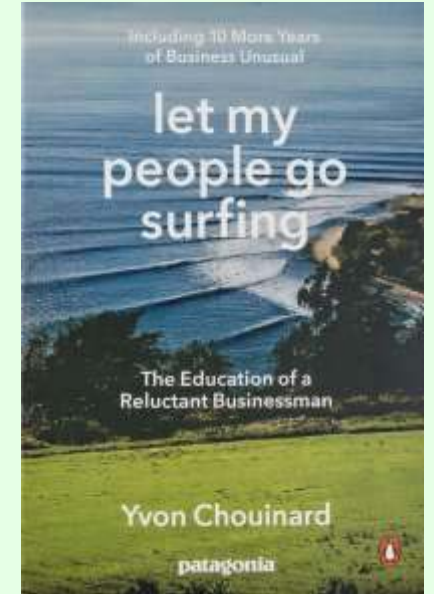
Patagonia, Inc. is an American retailer of outdoor clothing. It was founded by Yvon Chouinard in 1973 and is based in Ventura, California..

“For our 50th year, we’re looking forward, not back, to life on Earth. Together, let’s prioritize purpose over profit and protect this wondrous planet, our only home.”

<https://www.patagonia.com/>

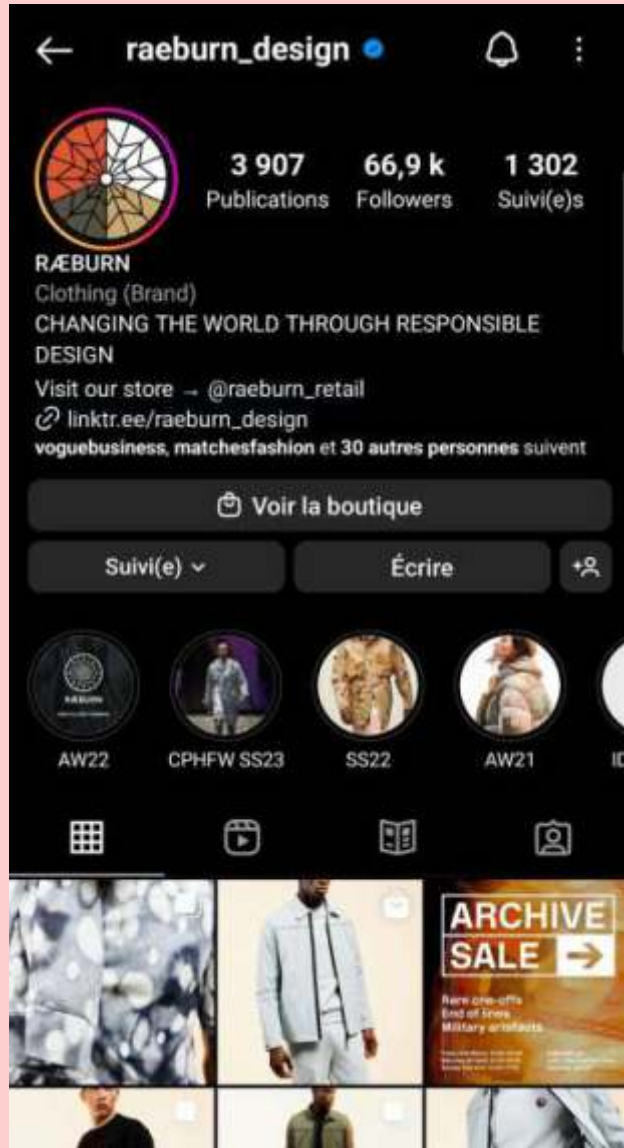
Product Design Philosophy:

- Is It Functional?
- Is It Durable?
- Can It Be Repaired?
- Does It Fit Our Customer?
- Is It As Simple As Possible?
- Is The Product Line Simple?
- Is It an Innovation or an Invention?
- Is It a Global Design?
- Is It a Global Design?
- Is It Easy to Care For and Clean?
- Does It Have Any Added Value?
- Is It Authentic?
- Is It Beautiful?
- Are We Just Chasing Fashion?
- Are We Designing for Our Core Customer?
- Does It Cause Any Unnecessary Harm? (from the use of cotton, wool, hemp and linen, dyes and synthetics)



Chouinard, Yvon. *Let My People Go Surfing - The Education of a Reluctant Businessman*. New York. Penguin Books, 2016, p 77

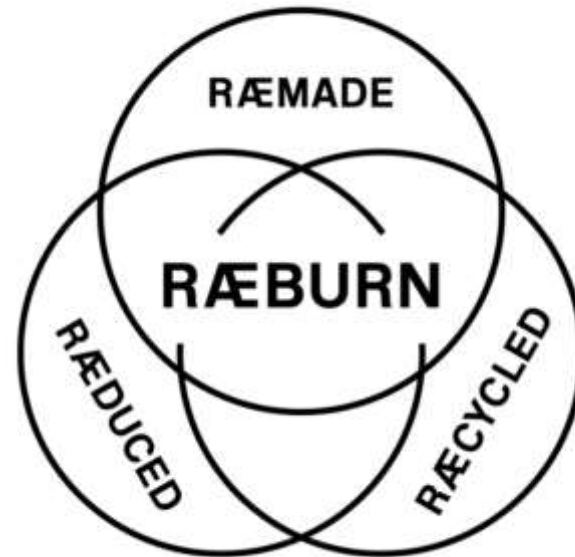
§4F CIRCULAR FASHION BUSINESS TOOLKIT



“Christopher Raeburn has established his eponymous brand with responsible and intelligent fashion design for a global audience. The RÆMADE ethos in particular has pioneered the reworking of surplus fabrics and garments to create distinctive and functional pieces”

<https://www.raeburndesign.co.uk/>

RAEBURN Design Philosophy:



→ RÆMADE

Paramount to the RÆBURN philosophy since 2001 is RÆMADE — reworking surplus materials, products and artefacts into completely new designs. Every RÆMADE piece is a limited edition, proudly cut and reconstructed in England.

→ RÆDUCED

Designs developed at the RÆBURN Lab are considered for their impact on the environment. Whether reworking surplus materials, minimising carbon footprint with local manufacturing, or simply producing smaller batches, waste can be RÆDUCED.

→ RÆCYCLED

Seeking the most sustainable materials around the globe, and working with responsible manufacturing partners is key to the RÆBURN brand. RÆCYCLING pre-existing materials and harnessing green technologies is fundamental to our production process.

HOW TO BUILD YOUR DESIGN STRATEGIES AND DESIGNER'S CHECKLIST?

This activity is divided into 2 parts: Design Philosophy and Designer's Checklist

Design Philosophy refers to the fundamental principles and beliefs that guide your design team in creating their work, often serving as an aspirational and inspirational framework for your designs.

On the other hand, the Designer's Checklist is a more practical tool that designers can use to ensure that their designs meet specific criteria or requirements, often related to sustainability or circularity.

The commitment and validation steps are essential in establishing principles that must be upheld. These principles act as promises that cannot be broken

INSTRUCTIONS:

participants : core team members, managers, product design team, production

duration : 4 h 30 min that can be broken down into 2 sessions

steps

1. answer questions 1, 2, and 3 to ground all participants and establish a foundation before moving on to the next phase (30 min).
2. generate as many design principles as possible through brainstorming (1 h)
3. discuss and commit to a set number of design principles (1 hour)
4. research and share items for designer's checklist (1 h)
5. discuss and validate your designer's checklist (1 hour)

DEFINE YOUR DESIGN PHILOSOPHY

1- what is the purpose of your business?

2 - how can you improve your products?

3 - what are your current impact priorities ?

DESIGN PHILOSOPHY

What are the 5 to 10 essential questions you should consider before giving the green light to a prototype for sample production or full- scale manufacturing?

- _____
- _____
- _____
- _____
- _____

- _____
- _____
- _____
- _____
- _____

IDENTIFY YOUR DESIGN STRATEGIES

DESIGN STRATEGIES

List 5 to 10 strategies for the design or redesign of your products:

- _____
- _____
- _____
- _____

- _____
- _____
- _____
- _____
- _____

TIPS: This list is a suggested list of strategies.

You can probably think of additional ones, and this is great news: the fashion industry needs innovative minds like yours!

TIPS: You might also include considerations related to legal requirements, certifications and standards (depending on rules and regulations in your target markets)

IDEAS FOR DESIGN STRATEGIES

1. Design for Disassembly
2. Design for Recycling
3. Design for strong person product attachment
4. Half - way design for Closed loop
5. Modular Design for Closed loop
6. Design for Closed loop - co - create
7. Local production
8. Low impact material
9. Use mono - materials
10. Design for ease of maintenance/repair
11. Incorporate features for repair
12. Design for multifunction
13. Online Customization
14. Online crowdsourcing
15. Online Co - design
16. Design for Disassembly
17. Design for recycling
18. Design for upcycling
19. Design for upgrading
20. Design for reuse
21. Design for remanufacture,
22. Use less chemicals for printing/dyeing
23. Use peculiar certified materials
24. Adopt ancient processes for printing/dyeing
25. Adopt digital printing
26. ...
27. ...

\$4F CIRCULAR FASHION BUSINESS TOOLKIT

OUTPUT

HOW TO USE YOUR PRODUCT DESIGN PHILOSOPHY AND DESIGNER'S CHECKLIST?

make sure that everyone in your organization, especially in your design and product development teams, is engaged with your **PRODUCT DESIGN PHILOSOPHY**

this will not only speed up the creative process, from research to validation, but it will also ensure that every new products will meet the circularity objectives of your business

the **DESIGNER'S CHECKLIST** helps ensure that the work of the design teams is align with your values and principles

it could be used to validate the production of a new product as well as for communication with external stakeholders such as customers or suppliers, helping build loyalty and trust

Now go to the SALES MODEL building block to uncover your sales model and how to generate revenue

Curated resources should your want to go deeper:

6. Sales

§4F CIRCULAR FASHION BUSINESS TOOLKIT

6 - SALES- description

A **SALES** model for your business is a strategy outlining how your business will sell its products and generate revenue..

Moving away from conventional linear economy models requires that circular fashion businesses explore alternative sales approaches.

This building block aims to inspire and guide you by showcasing various sales models used by other circular fashion businesses.

The SALES MODEL QUIZ prompts you with questions to help you consider your own sales model, based on your goals and available resources.

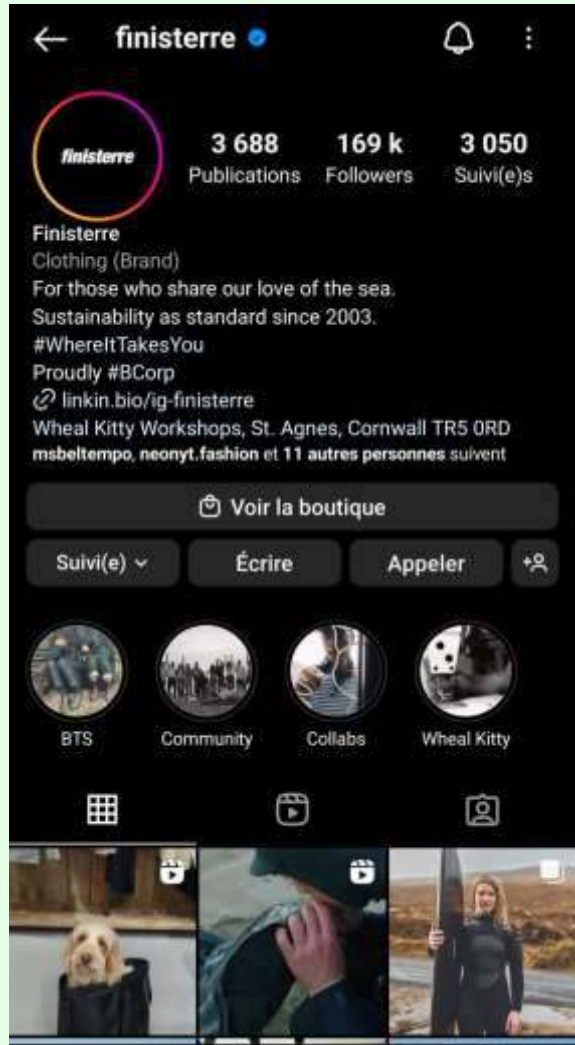
By going through the process of evaluating various sales models and considering their advantages and disadvantages, you will ultimately come to a decision on the one main sales model that best aligns with your business goals and available resources.

Additionally, you may identify opportunities for additional revenue streams or alternative sales models that can complement or enhance your primary sales strategy.

Ultimately, the goal is to develop a well - rounded and sustainable sales approach while remaining true to your principles of circular fashion.

6. Sales

case study - PRODUCT SALE



finisterre

"Born in 2003 from the needs of hardy British surfers, Finisterre designs functional and sustainable product for those that share a love of the sea"

<https://finisterre.com/>

The **product sale** model involves selling your fashion products to customers either directly through your own online or physical store or indirectly through third - party distribution channels

The main source of revenue comes from the sale of your products

Additional revenue can be from the sale of other products and services

You can also educate customers about the benefits of extending the life of their garments through repair and upcycling and create additional revenue from customers paying you to fix, change, or improve their existing clothes.

You can also make money by teaching classes on fixing or improving clothes, selling do - it- yourself repair kits, or offering customization services (like adding designs or patches).

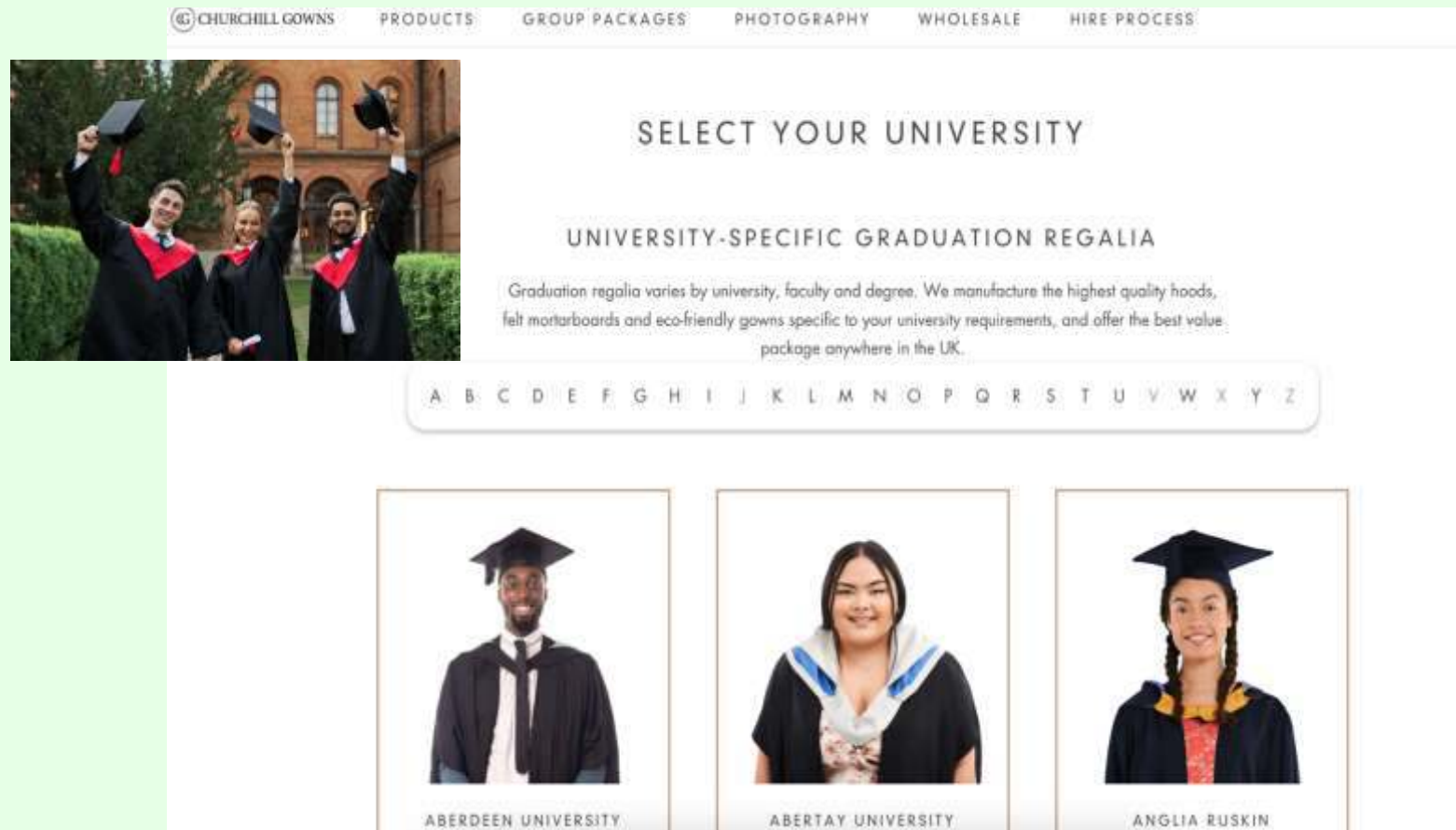
S4F CIRCULAR FASHION BUSINESS TOOLKIT

case study - RENTAL



"Churchill Gowns is a supplier of high-quality graduation services to university students throughout the UK. We provide services that are more flexible and affordable than those of traditional suppliers, while maintaining focus on our core beliefs: ethical manufacturing, environmental sustainability and social responsibility."

<https://churchillgowns.com/>



The product **rental** model allows customers to rent your items for particular events or requirements, ensuring your products have the longest possible lifespan.

Maintaining a high - quality inventory with a variety of styles and sizes is required. An efficient logistics system is also needed for smooth operations

The main source of revenue comes from the fee paid by your customers to rent products

Additional revenue can be charged for late return, damaged items or services like insurance as well as sale of products

6. Sales

case study - SUBSCRIPTION

THE LAUREN LOOK
RALPH LAUREN

"The Lauren Look is a rental service tailor-made for effortless, endless style. Experience a new way of dressing and reinvent your wardrobe for a flat monthly fee. Experience a new way of dressing and reinvent your wardrobe for a flat monthly fee."

<https://www.thelaurenlook.com/>



The **subscription** model offers subscribers access to a regularly refreshed collection of curated fashion pieces, allowing wardrobe style update for customers while prolonging products lifespan

This approach necessitates a high - quality, diverse inventory and consistent updates to maintain the loyalty of fashion - conscious customers.

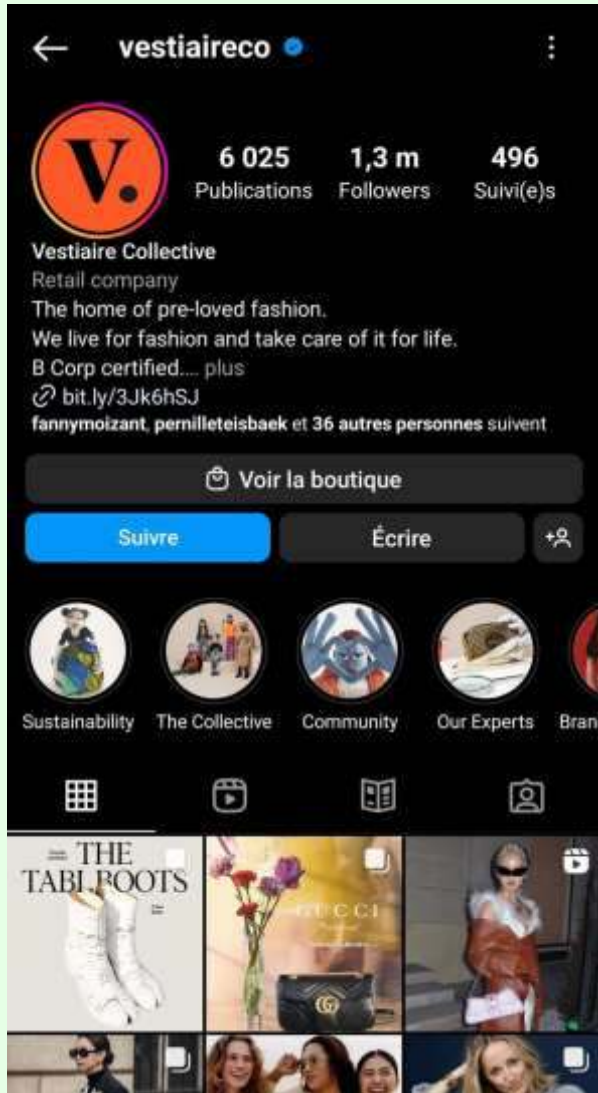
The main source of revenue comes from the regular fee (often monthly) paid by customers to get access to a wardrobe to choose from

Additional revenue can be charged for services. You can also consider offering a purchase option of used items

\$4F CIRCULAR FASHION BUSINESS TOOLKIT

CASE STUDY (4/4)

case study - RESALE MARKETPLACE



Vestiaire Collective

AUTHENTICATED PRE-OWNED LUXURY FASHION

"Slow fashion, fast finds

Sneak into the world's best pre-loved wardrobes.
25k new-in items each day and more than 12k
brands at up to 70% retail prices. Whatever
you're searching for, we'll have it."

<https://www.vestiairecollective.com/>

A **resale marketplace** is an online platform where users can buy and sell pre-owned clothing, accessories and shoes promoting a circular economy.

To make a resale marketplace successful, you need to invest in technology to create an outstanding shopping experience, and focus on selecting top-quality, genuine items while offering great customer support to bring together a community of buyers and sellers.

The main source of revenue comes from a percentage of the sale price.

You can also earn extra money by offering special listing options, shipping service, ad revenue, or other services like cleaning or checking that items are genuine

HOW TO UNCOVER YOUR SALES MODEL?

This activity includes a series of questions to guide you in considering the advantages and disadvantages of different sales models based on your objectives, available resources, and perspectives.

The goal of this activity is to identify a primary sales model and potentially one or more additional sources of revenue.

INSTRUCTIONS:

participants : core team members, managers, sales, finance

duration : 3 h 30 min

steps

1. answer questions 1 to 4 (1h 30 min)
2. answer question 5 to consider finance issue (30 min)
3. answer question 6 to consider legal issue (30 min)
4. discuss and validate your main and additional sales models (1 hour)

\$4FCIRCULAR FASHION BUSINESS TOOLKIT

SALES MODEL QUIZ

TIP: Answering these questions will help you make an informed decision on the most suitable sales model for your circular fashion business.

1 - What resources do you have available? Consider your budget, time, and any help you have to see which sales models you can realistically manage.

2 - How will your brand stand out? Pick a sales model that sets you apart from other designers and fills a gap in the market.

3 - Can your chosen sales model grow with your business? Think about whether the sales model can expand as your business becomes more successful.

4 - What do you need to make each sales model work? Think about the steps and resources needed to manage inventory, shipping, returns, repairs, and customer service.

5 - Will the sales model make enough money? Look at the potential earnings, costs, and profit margins of each model to make sure it's financially sustainable.

6 - Are there any rules or laws you need to follow? Research any legal requirements for your industry and location to make sure your chosen sales model is allowed.

OUR MAIN SALES MODEL IS:

our additional sources of revenue are:

ACTIVITY

HOW TO USE YOUR SALES MODEL QUIZ?

WHAT TO DO NEXT?

Collaborate with the marketing and communication teams to design adequate processes and planning to implement the selected sales models

It's essential to continually monitor your business's performance and stay attuned to customer needs and market trends to refine and adjust your sales model as needed

Curated resources should your want to go deeper:

This toolkit can be used iteratively, enabling continuous improvement and growing the circle of impact of your business.. (at the end of the doc)

Recap of Downloadable Canvases for each Building Block and Scoring System

The following canvas pages are for printing.

After you complete, you can evaluate your progress with the scoring instructions at the end of this book.

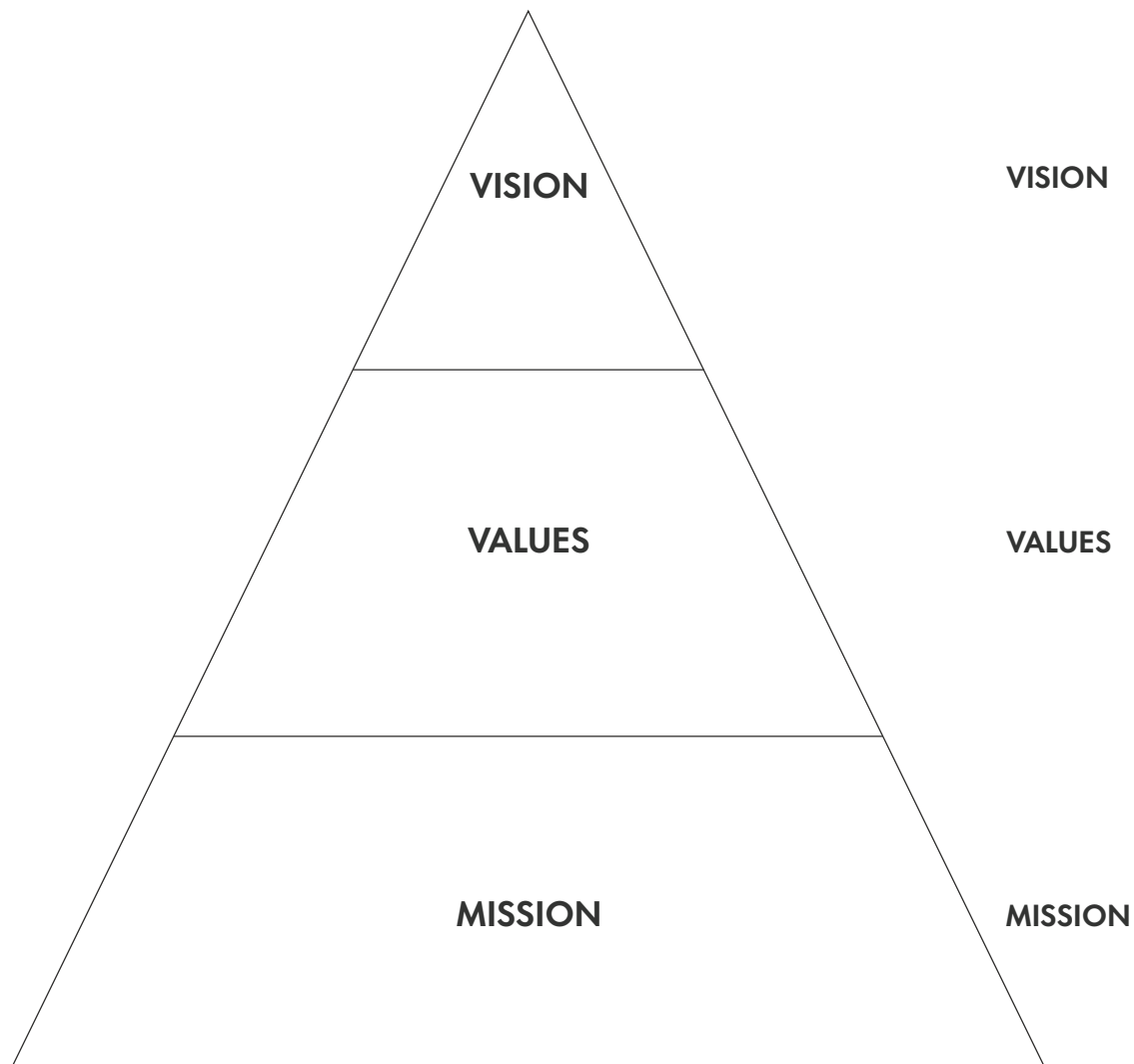
1. Purpose

PURPOSE PYRAMID

name of the business:

date:

names of participants:



our vision is to (what).....

(who).....

that can (why).....

our values are (value 1).....

,(value 2).....

,(value 3).....

our mission is to (what).....

so that (who).....

can (why).....



2. Lifecycle

LIFECYCLEFRAMEWORK

OPPORTUNITIES FOR IMPROVEMENT

name of the business: date:

names of participants:

	1. Design out waste and pollution	2. Circulate products and materials	3. Regenerate natural systems
SOURCING			
PROCESSING			
PRODUCTION			
RETAIL			
USE			
DISPOSAL			



3.

Impact

IMPACT BLUEPRINT

name of the business:

date:

names of participants:

Impact Pillar 1			Impact Pillar 2			Impact Pillar 3		
str 1	str 2	str 3	str 1	str 2	str 3	str 1	str 2	str 3
expected results:	expected results:	expected results:	expected results:	expected results:	expected results:	expected results:	expected results:	expected results:
deadline:	deadline:	deadline:	deadline:	deadline:	deadline:	deadline:	deadline:	deadline:



4. Business Models

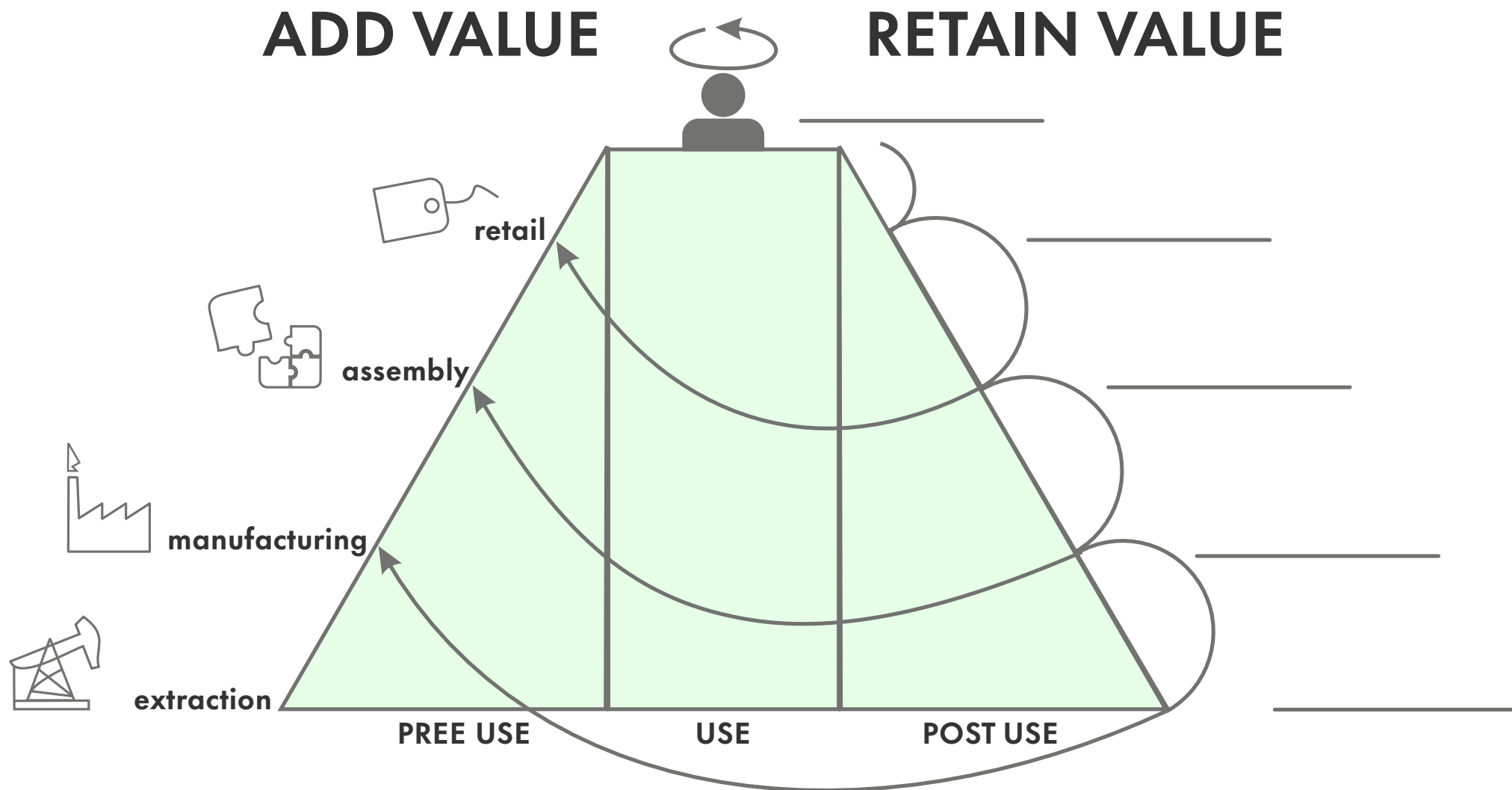
VALUE HILL

name of the business: _____

date: _____

names of participants: _____

use the R words list





5. Product Design

DESIGN PHILOSOPHY

name of the business:

date:

names of participants:

- 1.What is the purpose of your business?
- 2.How can you improve your products?
- 3.What are your current impact priorities?

Design your Philosophy
Open Canvas



5.

Product Design

DESIGN'S CHECKLIST

DESIGNER'S CHECKLIST

name of the business:

date:

names of participants:

☐

☐

☐

☐

☐

☐

☐

☐

☐

☐

6.

Sales

SALES MODEL QUIZ

name of the business:

date:

names of participants:

OUR MAIN SALES MODEL IS:

Our additional sources of revenue are:



1. Purpose		
	pts	max BB
vision	8	24
value	8	
mission	8	

2. Lifecycle		
	pts	max BB
sourcing (pb identified)	2	18
processing (pb identified)	2	
production (pb identified)	2	
retail (pb identified)	2	
use (pb identified)	2	
disposal (pb identified)	2	
sourcing (solution)	1	
processing (solution)	1	
production (solution)	1	
retail (solution)	1	
use (solution)	1	
disposal (solution)	1	

3. Impact		
	pts	max BB
impact pillar 1	3	18
str 1	1	
str 2	1	
str 3	1	
impact pillar 2	3	
str 1	1	
str 2	1	
str 3	1	
impact pillar 3	3	
str 1	1	
str 2	1	
str 3	1	

4. Business Models		
	pts	max BB
your position	3	12
your partners	3	
gaps and opportunities	3	
future strategies	3	

5. Product Design		
	pts	max BB
design philosophy (1)	5	16
(>2)	3	
design strategies (1 to 5)	5	
(>5)	3	

6. Sales		
	pts	max BB
main sales model	6	12
additional source of revenue	6	



MAX TOTAL

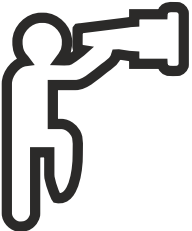
100

4 BADGES:



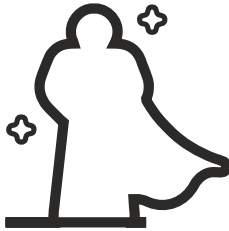
ROOKIE **up to 24**

A circular fashion entrepreneur who is just starting out in the industry and is learning about the circular fashion model.



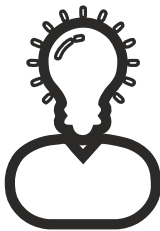
VISIONARY **25 to 50**

An intermediate circular fashion entrepreneur who has a strong vision for their business and is able to innovate and push the boundaries of what is possible



SUPERHERO **51 to 82**

An advanced circular fashion entrepreneur who has gained experience and success in their business. They are actively engaged in promoting sustainable fashion and are a role model for others in the industry.



MASTERMIND **83 to 100**

Achieving mastery in the understanding of the circular fashion approach, able to generate consistent revenue and recognized as a leader with a reputation for sustainability practices, and innovating to influence the fashion industry towards more sustainable practices.







S4FCIRCULAR FASHION BUSINESS TOOLKIT



European
Creative
Hubs
Network

DATA
SCOUTS

envolve
ENTREPRENEURSHIP



IED

ZIPHOUSE



With the contribution of the COSME
Programme of the European Union