



# Methodology for Social Enterprises to Go Circular

CIRCULAR LOOPS contributes to the generation of businesses that favour the Circular Economy, contributing to develop a more responsible and sustainable future.

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## Project

CIRCULAR LOOPS - Circular Economy from social enterprises to their customers

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# 1. Introduction

## About Circular Loops

This methodology has been realised under the framework of the project Circular Loops. The project, titled “Circular Economy from social enterprises to their customers”, is a three-year project co-funded by the **Erasmus+ Programme of the European Union** and implemented by a partnership of eight organisations from Austria, Italy, Germany, Portugal, Romania and Spain.

Circular Loops aims to contribute to the development of a more responsible and sustainable future by boosting the spread of social businesses that embrace circular principles. The consortium will create a transferable package of resources grounded on the concept of Social Circular Economy that will support managers of social enterprises willing to introduce circular practices into their businesses. The first ‘enabling tool’ that will constitute this package of resources is represented by this methodology, which has the purpose of supporting and guiding entrepreneurs in their transition towards more sustainable business models and economic practices. More specifically, Circular Loops will:

- Create a methodology and methods to support managers of social enterprises to introduce Circular Economy in their businesses and ‘go circular’;
- Set up a learning programme for managers of social enterprises to boost Social Circular Economy practices;
- Design and implement a peer-mentoring programme for social enterprises to guide them into the process of ‘going circular’.

## Objective of the document

The aim of this paper is to provide a theoretical framework considering the concepts of Circular Economy, Social Enterprise and Social Circular Economy and to offer a methodological approach to the introduction and development of Circular Economy in Social Enterprises. Before the drafting of this document, and to ensure its high standards, the project has gathered knowledge from different sources, namely by conducting a desk research on the best practices in applying Circular Economy principles, in each of the partners’ countries; by conducting interviews with the owners of the inspiring practices identified, in order to better understand them; by organizing a focus group with consumers, to gather information on the perceptions around Circular Economy in each country, such as the basic level of knowledge, the pros and cons that regular consumers identify in circular products, the willingness to pay for these same products etc.; and by organizing a validation workshop where Circular Economy experts weighed in the inspiring practices found, in order to understand their validity and wider applicability. Therefore, further to the insights gained from the theoretical framework constructed to support this methodology, the sources that feed this document ensure its completeness and thoroughness.

Even if the concepts of circular and social economy are more and more common and seem intuitively connected, before going deeper into the methodology, it is important to set a common theoretical framework. There are many synergies to be developed and social enterprises are in a front position to apply Circular Economy models to their businesses but a sound understanding of the definitions and interrelations among these two fields is essential to ensure a successful and reasoned transition.

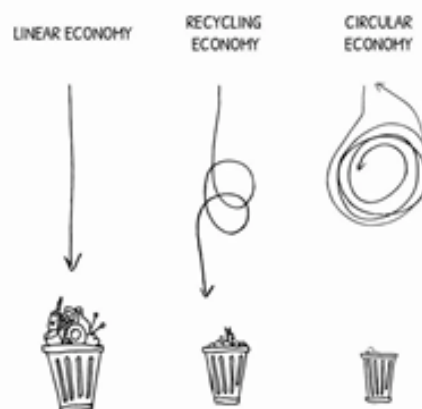
## 2. Conceptual framework

### Circular Economy

The Linear Economy model that we currently live in has proven itself to be unsustainable in the long term. There is an impending need to redesign our approach to consumption and production of goods and services, in a way that the survival and regeneration of our ecosystems is made a top priority for organisations and consumers. It is by embracing Circular Economy that we can make this shift.

The figure below clearly illustrates the path Circular Economy intends to set and compares it with Linear and Recycling Economy. In a Linear Economy setting resources are used to be transformed into products that, when obsolete, are discarded as waste. This perspective follows the so-called “take-make-dispose” approach. In a Recycling Economy approach, the first part of the process is similar to Linear Economy, i.e. resources are transformed into products, but the major difference is that the waste is then processed and re-used. This perspective, albeit more beneficial than Linear Economy, means that non-recyclable waste continues to be generated, given that not all waste can be recycled. Contrary to these approaches, Circular Economy, as visually described in the figure below, creates a circuit where the objective is zero waste generation, a process where all resources and materials stay in the “loop” and do not contribute to the degradation of the natural and human environment. To fulfil the Circular Economy model it is important to take into account the so-called 8Rs, which will also be further addressed in this methodology: Refuse; Rethink; Reduce; Reuse; Repair; Remanufacture/Repurpose; Re/upcycle; Rot.

Figure 1: Circular Economy vs. Linear and Recycling Economy



Source: Plan C Initiative, 2020

It is also important to notice that, albeit the generalized use of the concept of Circular Economy, often those who employ it do not clarify it. According to the Ellen MacArthur Foundation, a Circular Economy is “an industrial system that is restorative or regenerative by intention and design”. It replaces the ‘end-of-life’ concept with restoration, shifts towards the use of renewable energy, eliminates the use of toxic chemicals, which impair reuse and aims for the elimination of waste through the superior design of materials, products, systems, and, within this, business



models. Its goal is to “enable effective flows of materials, energy, labour and information so that natural and social capital can be rebuilt”. The change from linear economy to Circular Economy can help us achieve the Sustainable Development Goals and the Paris Climate Agreement targets that are crucial in the context of the impending climate crisis.

## Social Enterprise

Social enterprises are businesses that have a clear social or environmental mission in order to have a positive impact in the world. They deal with varied social questions and consequently create social value, but also create economic gains which allows them to function sustainably (Mair & Marti, 2006; Dacin et al., 2010). For social enterprises, profit-maximization is not a primary goal. However, profitability plays a crucial role in their functioning. Rather than funding pay-outs to shareholders, profits are mainly reinvested in the enterprises’ social mission. Taking this into account, even if a universal definition for social enterprise does not exist, it can be affirmed that they typically show the following characteristics:

- Have a clear social mission aimed at generating positive change by improving opportunities for disadvantaged people and strengthening communities;
- Generate majority of income through trading goods or services;
- Reinvest majority of their profits into their mission or organisation;
- Are independent and autonomous from state;
- Are transparent and accountable.

Given the growing attention that environmental problems have gained over the last decades and considering the increased awareness on the negative societal effects produced by environmental issues, we have witnessed the increase in the number of social enterprises that are predominantly environment-focused or that pursue both social and environmental objectives. This is an important progress for the creation of more sustainable societies. The negative environmental externalities created by a capitalistic model are not necessarily internalised by moving to social enterprise, but these organisations are able to protect the environment and minimise their corporate footprint. In doing so, they foster a positive impact on society and lead to the creation of economic welfare (Hahn et al., 2015; Porter & Kramer, 2006) while tackling one of the main challenges of our century.

## Social Circular Economy

The Social Circular Economy unites the Circular Economy and social enterprise concepts to deliver benefits for people, planet and profit. It allows a fully systemic view by drawing on the environmental principles of the Circular Economy and the societal vision of social enterprise, both of which are underpinned by a pursuit for economic prosperity. It thus aligns well with enhancing wellbeing for people and the planet and the UN’s Sustainable Development Goals.

Circular Economy is intrinsically connected with the opportunity for the creation of economic, environmental and social value. Despite this, many people, agencies, and companies focus their efforts on technocentric changes, aimed at the creation of economic value. This is where Social

Enterprises can provide new perspectives to the Circular Economy, due to the fact that inherently they already put the human capital and social impact at the top of their priorities. It is interesting then to consider and invest in the specific case of Social Enterprises trying to foster the approach of Circular Economy, because Circular Economy should also have the responsibility of fostering social value.

Social Circular Economy embeds the so-called “triple bottom line approach”, often described with the slogan “People, Planet, Profit”, which advises that organizations can grow sustainably and create greater business value if they take into consideration the economic, social and environmental perspective in a holistic way. What ends up happening when companies are trying to implement circular approaches is that the environmental perspective ends up overshadowing the other two, especially the social perspective. As this perspective is embedded in the core values of social enterprises, these organisations are in a privileged position to implement Circular Economy successfully and sustainably.

Figure 2: Triple Bottom Line Approach



Source: Adapted from John Elkington’s triple bottom line to sustainable business (Medium, 2018)

The following section will propose a methodology Social Enterprises should follow when making the switch from Linear Economy to Circular Economy.



### 3. Methodology: steps and tools

According to the European Commission (EC), *“The transition towards a Circular Economy requires systemic changes that only powerful, disruptive and steadily implemented measures can trigger”* (EC, 2021, p.5). The objective of this section is to provide clear steps which will allow social enterprises to follow a business model where the *“input of finite virgin materials is to be minimised, and waste outputs be eliminated through cycling”* (Smith-Gillespie, 2017, p.1).

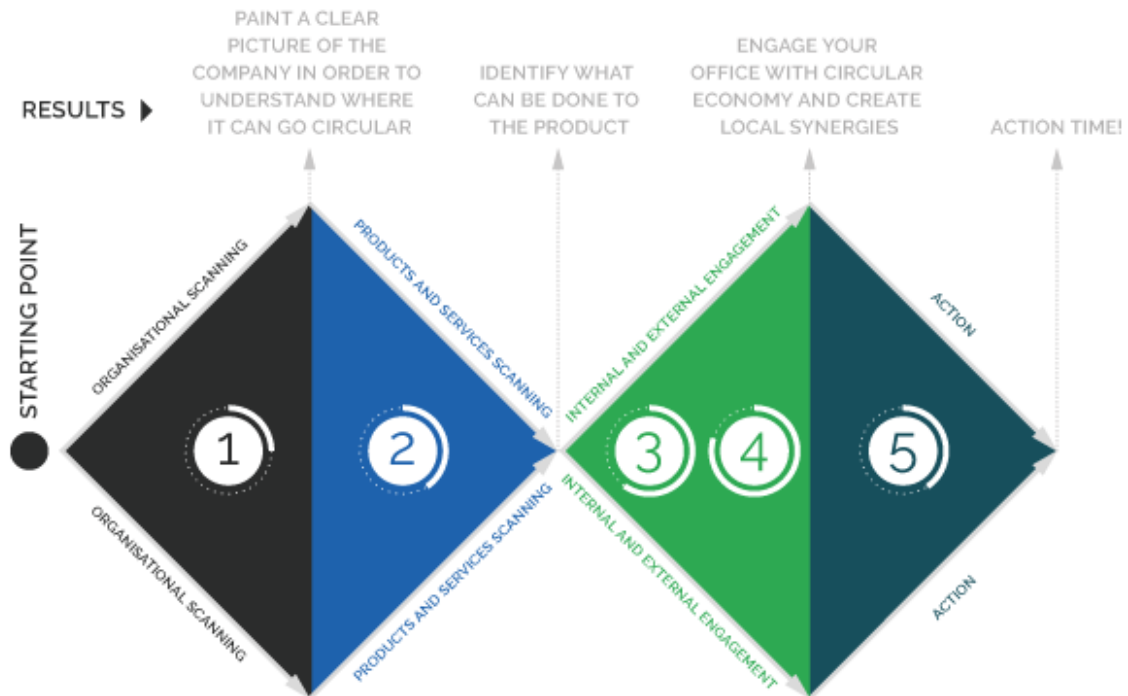
Figure 2 below illustrates the methodology social enterprises can follow to successfully implement Circular Economy processes in their organization and in their daily activities. This 5-step process was built based on:

- the 4-phase Double Diamonds. This methodology is represented by 2 diamonds and 4 parts: i) two diamonds are a process of exploring an issue more widely or deeply (divergent thinking), then taking focused action (convergent thinking) and ii) divided in four parts (4Ds). The 4 Ds are:
  - \_Discover - understand, rather than assume, what the problem is - Step 1;
  - \_Define - after understanding the problem, involves reflection and synthesis about problems/opportunities encountered and initial idea of what may be developed - Step 2;
  - \_Develop - inspires people to provide different answers to the problem - Step 3 and 4
  - \_Deliver - involves testing the different conclusions, arrived at the other steps and understanding how they will work - Step 5 (DESIGN COUNCIL, 2020).
- the insights from scholars and organizations dedicated to the study of Circular Economy, such as the Ellen MacArthur Foundation, a leading organization that offers insights and resources specialized in this area.

Further in this section, each step of the process is thoroughly described, to pave a clear path for Social Enterprises to follow and apply each step of the methodology.



Figure 3: Methodology for Social Enterprises to Go Circular



Source: Elaborated by the authors

The following sections of this document will guide Social Enterprises through the five steps of this methodology.

### **Paint a clear picture of the company in order to understand where it can go circular: Golden Circle, Draw the Company and Business Model Canvas (BMC)**

The first step of this methodology is to have an overview of the company and the business. In order for it to be thorough and complete, three instruments should be used: the Golden Circle, Draw your Company and the Business Model Canvas.

The Golden Circle is essential for Social Enterprises that want to make the shift from linear to circular, because, as explained by its creator, author Simon Sinek, this tool *addresses “how to create enough momentum to turn an idea into a social movement”* (Sinek, 2020).

“Draw the organisation’s” importance resides in two main factors: first, and most obviously, it allows to understand the underlying mechanics and processes of an organisation; the second one is related with the role of process mapping: this visual representation of the organisation allows not only to clarify the current state of the business but it also stimulates the brain to identify unnecessary steps and possible solutions (Vanner, 2021), which will be very helpful as the organisations makes the transition from linear to circular.

The Business Model Canvas is one of the most recommended tools by experts when it comes to circular transition. This is due to its adaptability and to the fact that specific components and

measurements of Circular Economy can be incorporated, such as the sustainability or co-value, as it will be further addressed.

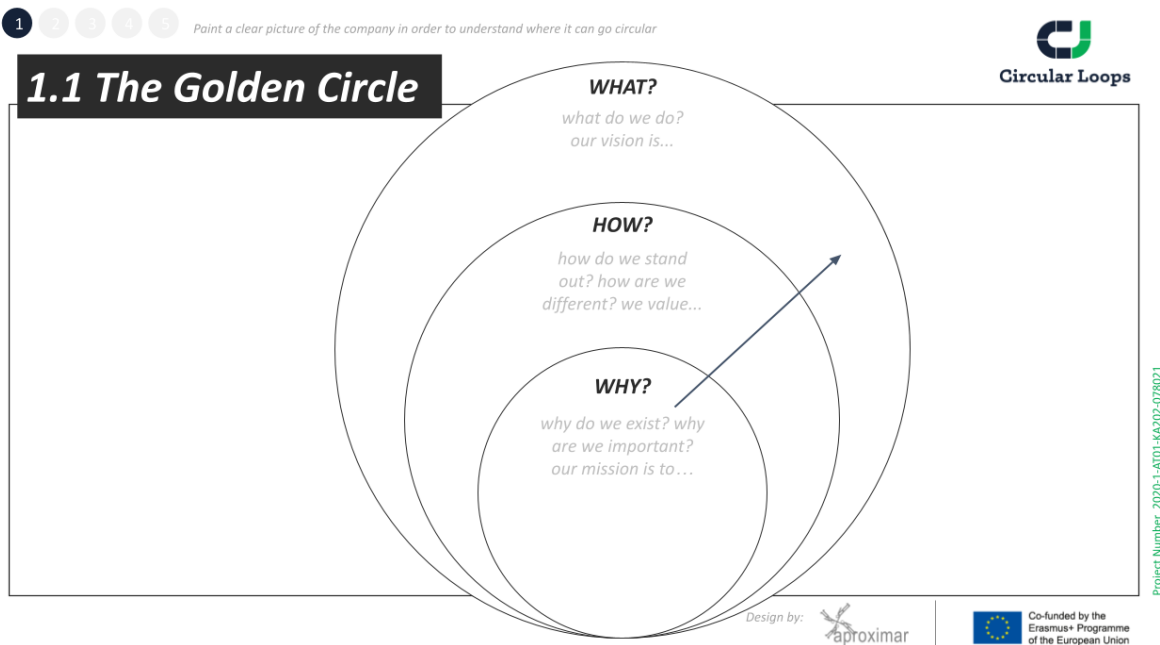
The main objective of this step is in its title – to paint a clear picture of the organization so that it can start engaging with the Circular transition and understand how their organisational model can adapt to this change. Only by having a complete understanding of the organisation will this change be possible. The estimated time of application of the Step 1 is around one week and different taskforces can be created to work on each tool – the Golden Circle, Draw the Organisation and Business Model Canvas. The added value of having different taskforces are the different perspectives they bring to the table.

### The Golden Circle

It is recommended that this exercise be done by several of the organisation’s employees and collaborators, to allow different views to be expressed. The team or, if the organisation is too big, a task force, should think about, and write down on the tool in a few words:

1. WHY: why do we exist? why are we important? our mission is to...
2. HOW: how do we stand out? how are we different? we value...
3. WHAT: what do we do? our vision is...

Figure 4: Golden Circle



Source: Adapted from Sinek (2009)

If the team or task force watches it beforehand, it might feel more inspired. This is a great way to start this journey, as it will inspire all those involved into action. If needed be, there is a Ted Talk with Sinek explaining the Golden Circle.<sup>1</sup>

For some organizations, this information might be already available, but it is important at this stage that all the members working on this task share the same view on it. Furthermore, by revisiting the company’s mission, vision and values, new ideas for integrating circularity in the organisation’s core might come up. It is recommended that two or three different teams are given this tool, to compare and contrast the answers. The proposed time for thinking about the Golden Circle is two hours by team.

## Draw the Organisation

Draw the Organisation is a tool inspired by Professor Tom Wujec’s Draw a Toast. Wujec, a technology pioneer, TED speaker, entrepreneur, writer, and facilitator, presents this simple exercise as a way to separate a complex organisation into the working parts. In the case he presents, the “organization” is a “toast”, but in a business context, the toast can be any entity. The main idea is that several people offer their insights and perspectives on the processes and parts that constitute the organization.

Therefore, instead of drawing a toast, enterprises can draw their processes, following the explanation given below. The proposed time a taskforce should spend on this exercise is three hours.

Figure 5: Draw the Organisation board



Source: Elaborated by the authors of this document

<sup>1</sup>[https://www.ted.com/talks/simon\\_sinek\\_how\\_great\\_leaders\\_inspire\\_action?utm\\_campaign=tedsread&utm\\_medium=referral&utm\\_source=tedcomshare](https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?utm_campaign=tedsread&utm_medium=referral&utm_source=tedcomshare)



First of all, the team should watch the video together, so that, in a quick and simple way, they learn directly from this tool's author - professor Tom Wujec - about the method they will be applying. For other languages, the website has translated the transcript in 28 languages.<sup>2</sup>

Now the team will be ready to implement the method in the context of their organization. It is advisable that the team follows the steps presented below. The proposed time for this group exercise is 2 hours.

1. Each participant should grab a clean sheet of paper and DRAW THE ORGANIZATION with a felt marker without the use of words. According to Wujec:

*"Most drawings have nodes and links. (...) And it's the combination of links and nodes that produces a full systems model, and it makes our private mental models visible about how we think something works (...) What's interesting about these systems models is how they reveal our various points of view."* (Wujec, 2013)

2. When finished, ask them to do the same, but this time using sticky notes instead of a sheet of paper. This second part of the exercise is of the utmost importance:

*"with cards, most people tend to draw clear, more detailed, and more logical nodes. You can see the step-by-step analysis that takes place, and as they build up their model, they move their nodes around, rearranging them (...). It's the essence of the design process. (...) The drawings are much richer."* (Wujec, 2013)

3. Finally, the team will draw the organization together. For this, use the already made sticky notes and make everyone get up and stick their cards on the wall. They should have time to observe and rearrange the drawings and interactions, so one unified model emerges. According to Wujec:

*"Here's what happens. It starts out messy, and then it gets really messy, and then it gets messier, but as people refine the models, the best nodes become more prominent, and with each iteration, the model becomes clearer because people build on top of each other's ideas. What emerges is a unified systems model that integrates the diversity of everyone's individual points of view (...)"* (Wujec, 2013)

## Business Model Canvas

Further to the instruments above, scholars and investigators in Circular Economy advise the use of the Business Model Canvas (BMC) as a very important tool for organisations that wish to apply circularity in their business model (Sustain, 2017; Smith-Gillespie, 2017; Robinson, 2017). This model is transversal and useful due to its simplicity and flexibility. This author also proposes the following structure to complete each box (the organisation does not have to refer to all the bullet points, but it is helpful to have this framework).

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<sup>2</sup>[https://www.ted.com/talks/tom\\_wujec\\_got\\_a\\_wicked\\_problem\\_first\\_tell\\_me\\_how\\_you\\_make\\_toast?utm\\_campaign=tedspread&utm\\_medium=referral&utm\\_source=tedcomshare](https://www.ted.com/talks/tom_wujec_got_a_wicked_problem_first_tell_me_how_you_make_toast?utm_campaign=tedspread&utm_medium=referral&utm_source=tedcomshare)



Given the level of detail of the BMC it is advised that different taskforces are responsible for analysing the different parts that compose it: one taskforce for the “Value Proposition Elements”; another for the “Business Model Front Stage Elements” and the last one for the “Business Model Back Stage Elements”. Each time should have three hours (nine hours in total) to complete each part and the team responsible for the “Value Proposition Elements” should be the first to complete it, given the other two rely on these insights.

Figure 6: Business Model Canvas

1 2 3 4 5 Paint a clear picture of the company in order to understand where it can go circular

# 1.3 Business Model Canvas

<p><b>Key Partners</b> Text here....</p> <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p>MOTIVATIONS FOR PARTNERSHIPS: Optimization and economy, Reduction of risk and uncertainty, Acquisition of particular resources and activities</p>	<p><b>Key Activities</b> Text here....</p> <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?</p> <p>CATEGORIES: Production, Problem Solving, Platform/Network</p>	<p><b>Value Propositions</b> Text here....</p> <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p>CHARACTERISTICS: Newness, Performance, Customization, "Getting the Job Done", Design, Brand/Status, Price, Cost Reduction, Risk Reduction, Accessibility, Convenience/Usability</p>	<p><b>Customer Relationships</b> Text here....</p> <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p>	<p><b>Customer Segments</b> Text here....</p> <p>For whom are we creating value? Who are our most important customers? Is our customer base a Mass Market, Niche Market, Segmented, Diversified, Multi-sided Platform</p>
<p><b>Cost Structure</b> Text here....</p> <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p>IS YOUR BUSINESS MORE: Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing), Value Driven (focused on value creation, premium value proposition).</p> <p>SAMPLE CHARACTERISTICS: Fixed Costs (salaries, rents, utilities), Variable costs, Economies of scale, Economies of scope</p>	<p><b>Revenue Streams</b> Text here....</p> <p>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <p>TYPES: Asset sale, Usage fee, Subscription Fees, Lending/Renting/Leasing, Licensing, Brokerage fees, Advertising</p> <p>FIXED PRICING: List Price, Product feature dependent, Customer segment dependent, Volume dependent</p> <p>DYNAMIC PRICING: Negotiation (bargaining), Yield Management, Real-time Market</p>			

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Source: Adapted from Business Model Generation (Osterwalder and Pigneur, 2010)

According to Smith-Gillespie (2017) the Business Model Canvas consists of nine building blocks that describe the dynamics of a business model: The Value Proposition is the central block – this is what essentially creates value to customers. The four building blocks of the “back stage” are what determine the key elements of an organisation’s operating model and its cost structure. The four building blocks of the “front stage govern the organisation’s interaction with markets and customers, and its revenue model” (p.4).

Figure 7: Business Model Canvas – Value Proposition Elements

Value Proposition Elements	
<b>Lower (lifetime) cost</b>	Lower cost of product, or reduced lifetime cost of ownership to an end-user
<b>Performance</b>	Provides outcomes and level of performance corresponding to a customer’s “job-to-be-done” (e.g. equipment up-time, output, etc.). Includes product-service system models.
<b>Access</b>	Convenience of on-demand availability; flexibility; and greater range of choice. Models include: Pay-as-you-go; rental; leasing.
<b>Sustainability</b>	Provides a sustainability-related outcome that is valued by the customer (environmental, social, etc.)
<b>Co-Value</b>	Value provided to a vertical customer outside the main value chain

Source: Adapted from Smith-Gillespie (2017)

As the Value Proposition is the central block in the BMC, it is of the utmost importance to identify its elements, i.e. what really creates value to the customers. As we are embracing a circular perspective, we must identify what creates value, applying a circular mindset. Therefore, when thinking about the value your business creates, think about it in terms of these five elements proposed (you do not have to complete the five elements if they do not make sense for your business).

Using a simple example to illustrate this: think of a bakery. Traditionally, the value proposition would be to deliver quality bread to customers. However, thinking about these five elements with a Circular Economy mindset, it can be: deliver quality bread to customers + have a social mission (for example, offer the remaining bread at the end of the day to a local social entity that offers meals to homeless people, which would fit the “co-value” section) + be part of the local community (for example, work with local suppliers of organic flour, which would fit the “sustainability” section) + cost reduction (for example, reuse the flour that stays in the trays, which would also fit the “sustainability” section). This is a very simple example of how new value can be created to the customers by thinking about these five value proposition elements using Circular Economy.

Nowadays, enterprises should consider that customers want more than just a quality product. Research shows that customers consider the business ethics and sustainability of a product when



making consumption decisions and consider that these aspects are part of the intrinsic value of the product, meaning that enterprises can deliver more value to customers when considering these elements (Deloitte, 2021).

Figure 8: Business Model Canvas –Business Model Front Stage Elements

Business Model Front Stage Elements		
Customer Relationships	Long Term or Recurring	Such as subscription, part of a long term relationship service, etc.
	Transactional	Single sale, one off transaction
Customer Segments	New Customer Segment	Sale to a different customer segment
	Vertical Customer	Customer outside of main product value chain
Channels	Re-sale channel	Distinct sales channel, separate from new product sales
	Return channel	Collection or return channel for product at end of life
	Secondary material Market	Markets for sale of recovered materials (co-products; scrap; recycled, etc.)
Revenue Stream	Product Sale Revenue	Sale of product, component, or material (customer-owned)
	Service Sale Revenue	Sale of service only (no ownership)
	Bundled product-service sale Revenue	Sale of product and service bundle (customer-owned)
	Waste-as-value	Revenue stream from waste or co-product being used instead of disposed

Source: Adapted from Smith-Gillespie (2017)

The Business Model Front Stage Elements are the components that help the organisation map its processes and relationships regarding its customers and sales, i.e. the most visible part of an organisation from the outside (hence the front stage designation).

In the **Customer Relationship** section, the organisation must define the type of relationship it has with each of the customer/beneficiary segments; as depicted in Figure 8, these relationships can be long term/recurring or transactional.

The **Customer Segment** section allows to section beneficiaries/customers into different segments to then reflect on how their needs can be better served or met.

The **Channels** section's goal is to define how the organisation communicates with its customers. The interesting twist when considering a circular approach is that, further to the traditional linear

channels, channels such as the re-sale, return and secondary market channels should be considered and included in the organisation.

The **Revenue Stream** section should describe how the organisation will make money, based on its value proposition. As in the Channels’ section, in the Revenue Stream section there are also additional streams to be considered when thinking about moving to a Circular Economy model, namely the Waste-as-value stream.

The Backstage elements section describes everything that allows to create value and reach customers with the value proposition.

Figure 9: Business Model Canvas – Business Model Back Stage Elements

Business Model Back Stage Elements		
Key Activities	Product Design	Design-for-X (repair; maintenance; disassembly; remanufacturing; recyclability; material substitution; etc.)
	Reverse Logistics	Executed in-house by organisation
	Service Provision	Provision of “product-as-service”; and/or value-added services (e.g. preventative maintenance, asset diagnostics etc.)
Key Partners	Circular Materials Supplier	Supplier of circular materials
	Reverse Logistics	Provided by a third party
	Technology	Partners providing key technologies
Key Resources	Asset Management Platform	Booking, paying, tracking assets
	Specialised Production Process	Specialised processes and facilities (e.g. remanufacturing, 3D manufacturing; etc)
	Assets	Assets or product stock available to provide as a service
Cost Structure	Financial Incentive	To incentivize take-back or return of product
	Labour	Labour cost
	Materials	Material costs
	Financing Cost	Cost of customer financing
	Waste Disposal	Cost of disposing waste outputs

Source: Adapted from Smith-Gillespie (2017)

**Key activities** are the activities that allow the organisation to fulfill its value proposition. Circularity suggests we should think about Product Design, Reverse Logistic and Service Provision instead of just considering the traditional activities that allow companies to make a profit. An example of this would be re-designing the products offered for the parts to be more durable. Another simple example: think about a social organisation that sells schoolbooks to underprivileged children at a symbolic price. Instead of selling new books every school year, it can create a system of lending where the families who return the books in good condition are partially refunded in store credit. This transforms a linear model into a circular model.

The **Key Partners** section identifies the external suppliers and partners that allow the organisation to deliver its value proposition. In a circular model organisations should specifically pay attention to the partners who supply circular materials; implement reverse logistics, which allows products to re-enter the logistics chain, i.e. the flow goes from the point of consumption (i.e. the customer) to the point of origin (i.e. the manufacturer), so that the latter can refurbish or



re-manufacture or recycle the good; and create relationships with partners who provide key technologies that will allow the organisation to make the transition.

**Key resources** are the ones required to complete the key activities. Circularity requires that key resources are re-thought and alternatives are considered, such as 3D manufacturing, as suggested in Figure 9.

The final part of the BackStage elements is the **Cost Structure**. When thinking about how much it costs to keep the organisation operating in a circular model, further to the more traditional costs, the cost of waste disposal should be considered, as well as the financial incentive to return the product purchased.

The construction of the BMC is the final part in the first step of this methodology. Together with the Golden Circle and the Draw your Organisation steps, it is possible to paint a clear picture of the organisation and move to the next stop in the road to circularity. By now, the social enterprise should be able to know the intricacies of their organization models, processes, and flows.



## 4. Identify what can be done to the Products and Services

The goal of the second step of the methodology is to identify what can be done to the products and services the organisation is currently using. It is recommended that a similar approach to Step 1 is followed and that several taskforces are created, always having in mind the added value of having different people thinking about the organisation and the transition to Circular Economy.

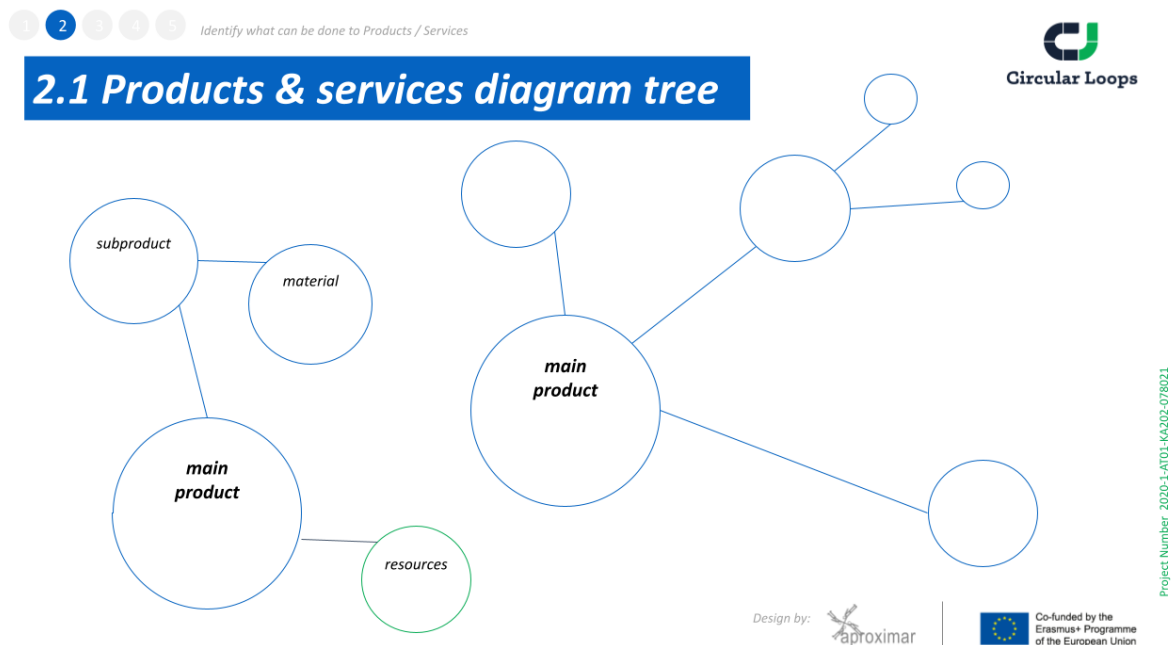
To achieve this, there are 2 tools proposed: the Products and Services diagram tree and the Applying the Rs to your products and services. The recommended amount of time dedicated to this step is sensibly six hours per group. These six hours can be divided into two hours for the first tool and four hours for the second tool, which can be spread in one week.

After following Step 2, social enterprises will be able to better understand how they can apply the Circular Economy hierarchy to their products and services and make better choices when it comes to the products and services they consume and offer.

### Products and Services diagram tree

The first order of businesses is that organisations must identify all the products and services they engage with, not only in their main activity, but also in secondary activities, in the back office, in the spaces their collaborators work or have access to etc. Summing up, every product or service that the company uses or sells should be considered. To do so, it is proposed the use of the Products and Services diagram tree.

Figure 10: Products and Services diagram tree



Source: Elaborated by the authors of this document

The diagram tree tool aims to help organizations list every product, service, material, and resource that are used throughout the operations' chain. This step is crucial to later understand how these products and services can transition to a circular model.



The exercise starts with identifying the main products and services the organization delivers, filling in the central/ bigger circles of the diagram. From there, also subproducts emerge. Afterwards, they will be able to think of all the materials, resources, equipment involved with the production and delivery of each of the product, subproduct and service. The products and materials do not have to be exclusively used for the production process. If you are a service provider, you can think of all the products that are in your business cycle, such as computers, cars, work equipment etc.

There will be some resources which are not necessarily connected to one specific product/service, and therefore the circles can be drawn separately. Whoever fills the tool should feel free to add circles and lines according to what makes sense in their specific context. It is proposed that each team/taskforce uses around two hours to complete this tool.

### Applying the Rs to your products and services

Before moving to the next exercise, let us highlight the importance of the 8 Rs of Circular Economy, which allows to create a hierarchy of actions. Organisations should prioritize the smaller recirculation loops to optimize the consumption of materials and energy, following the Circularity Hierarchy criteria: *“The smaller the loop, the greater the profitability of the overall system”* (Sustainn, 2017). Each R will be further explained in the tool presented below.

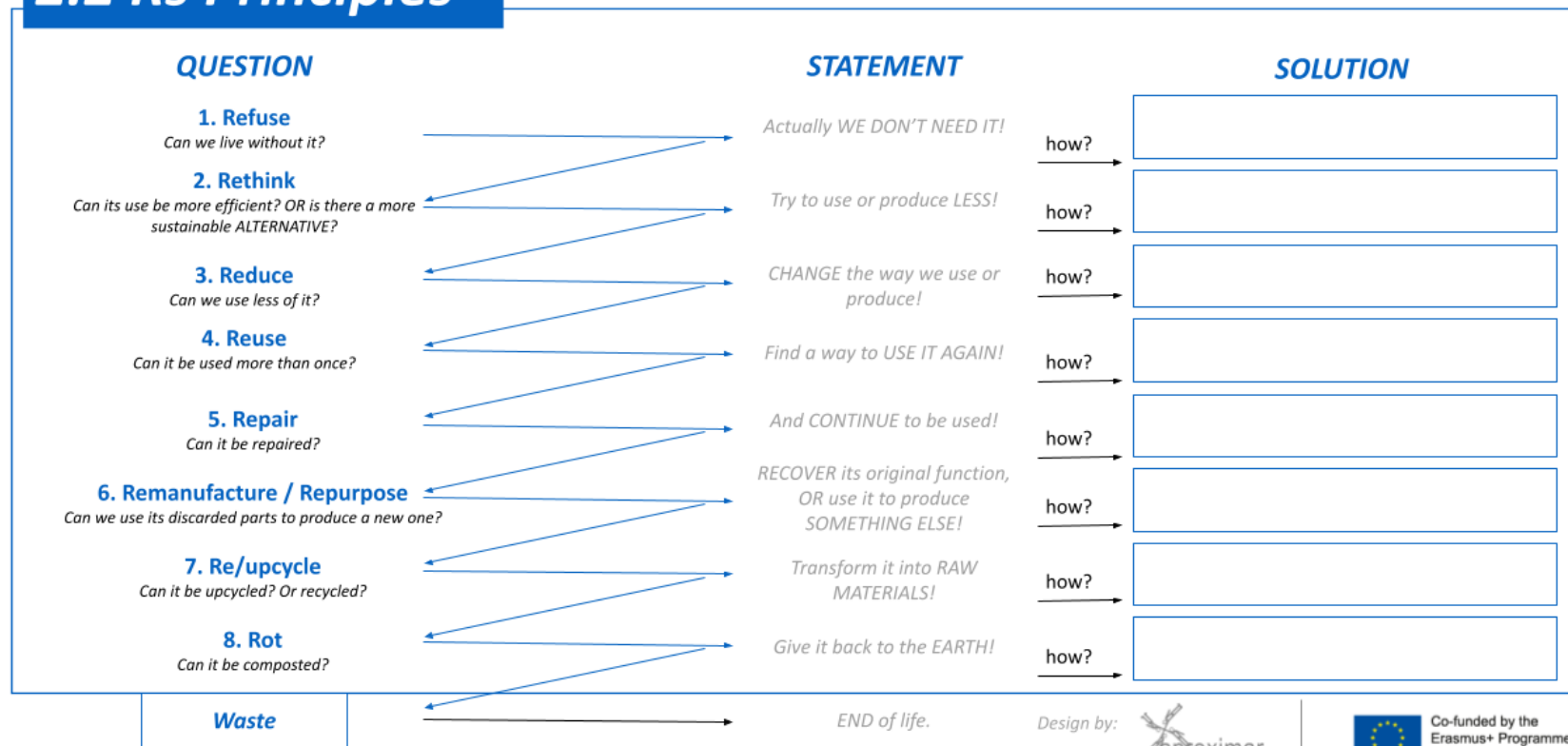
1. Refuse
2. Rethink
3. Reduce
4. Reuse
5. Repair
6. Remanufacture / Repurpose
7. Recycle or Upcycle
8. Rot

Having the above in mind, the purpose of this next exercise is to apply the Rs principles to the products, materials and resources that are used throughout the operations. It is proposed that each team/taskforce uses around four hours to complete this tool.

Figure 11: Rs Principles

1 2 3 4 5 Identify what can be done to Products / Services

## 2.2 Rs Principles



Project Number 2020-1-AT01-KA202-078021

Design by: 

Source:

Elaborated by the authors of this document



To put it in practice you should look at all the materials and resources identified in exercise 2.1. For each, one tool will be used. The idea is to follow the R questions one by one. Every time the answer is “yes” to one of the questions, you should write down a statement for a sustainability resolution and apply it afterwards.

What follows is a practical step-by-step guide:

1. Start at the upper left corner. With the first R question: **REFUSE** – “*Can we live without it?*” If yes, it means the organization maybe doesn’t need it at all. We are “programmed” to see things as needs when we often acquire and use things before asking if we actually need them. The first principle of Circular Economy is to change our mindset and stop the overconsumption, by refusing the consumption of non-necessary things. Example: drinking straws. They are not needed, unless one is not able to lean their head back.

2. If you reach the conclusion that the resource is in fact essential, move on to the second question: **RETHINK** – Ask yourself “*Can I change the way I do things, so the use of this resource is more efficient? Or maybe there is a more sustainable alternative for that material?*” Often there are better ways to do things, we just need to stop and think how. Example: almost everything that is disposable has a life-lasting alternative. Substitute plastic bags for tissue ones, make coffee in a French press instead of with disposable capsules, write memos on your desktop instead of paper.

3. If there is no better alternative for that resource, we come to the third question: **REDUCE** – “*Can I use less of it?*” This question is related with the previous one but assumes that the alternative we have is already optimal; therefore, the question is if it is possible to reduce the consumption. Example: imagine you need to dry your hands and there are only available disposable paper towels. Try this: after washing your hands, shake them 10 times (if there’s a plant around, give them a rain). Now, if you still want to dry your hands, use only one paper towel instead of 3, 5 or 8...

4. Next question is: **REUSE** – “*Can it be used more than once?*” Many products can be used several times before their lifetime ends and we can choose to use materials or products that are, by nature, reusable. Example: egg boxes can be reused, by bringing them to bulk grocery stores to carry the eggs you buy. It’s always better to choose reusable over disposable.

5. When it looks like the product reached the end of its lifetime, move on to: **REPAIR** – “*Is it possible to repair the product?*” Sometimes the product looks broken, but it is only faulty, and it is possible to extend its lifetime by repairing it instead of discarding it. Example: with the right know-how and maybe only a couple of new components, a lot of electronics and electric equipment can be repaired. This happens with cars, smartphones, computers, and home appliances, and as well with clothes.

6. When, unfortunately, the product is broken, instead of dumping it, you should **REMANUFACTURE/ REPURPOSE** – “*Can we use its parts to make a new product, either with the same purpose or to produce something else?*” If not for us, it can be useful for someone else’s production. The examples applied here are the same ones from REPAIR: computers, clothes, home appliances etc.

7. If the parts are not useful anymore, neither for us nor for someone else, then: **RECYCLE OR UPCYCLE** – “*Can we turn the parts into raw materials?*” Products are made of parts which can frequently either pass by the industrial transformation process that originates raw materials for new productions (recycling), or by the creative transformation process which originates new





products with artistic or environmental value (upcycling). Ex: recycle plastic in order for that plastic to become a new water bottle; upcycle your clothes (that are not in condition to be used by someone else) so they can be turned into kitchen cloths.

8. Here comes the last R: **ROT** – *“Can it go back to the earth?”* Although we should create awareness for the excess of food that is produced and therefore the amount of it that is thrown away every day by the food industry, there is a better ending for the food that remains and that will not be eaten. There are diverse processes of composting most food and organic materials which do not harm the planet (if they are chemical free) and the rot process nourishes the Earth. Example: fruit and vegetable peel and seeds that cannot be eaten, coffee grounds and, depending on the rot process, bones and oils or specific materials such as ink free cardboard.

Waste should be our last option. It is not included in the R process not only because it does not start with a R. Waste is not a sustainable solution, as defended by Circular Economy.

By reflecting on these questions and answering them, and with the information you synthesized in Step 1, organisations will be much closer to a circular mindset.



## 5. Engage your office with Circular Economy

The Ellen MacArthur Foundation highlights the importance of applying circular practices in the workplace, since it can help all areas of the company to understand the importance of Circular Economy and to help to cement the application of these processes. The company's collaborators should be involved in this phase to come up with new ideas.

In addition, the workplace and the office in particular should be analysed with a circular mindset. For example, managers should understand if there is any opportunity to carpool for employees who come by car and live in the same area; organic waste should have a different container, so that it can be delivered to a compost company, who can turn it into fertilizer and re-sell it to employees who have gardens at a cheaper price; regarding furniture, *"offices can purchase new furniture and return it in a buy-back scheme, purchase remade furniture from existing feedstock or have existing furnishings refreshed and returned to an as-new condition"* (Elle McArthur Foundation). Another example of successfully engaging with Circular Economy in the office space is by partnering with companies like ELISE, a Lille-based company that collects and recycles office supplies, from paper to lamps and then processes it to create new supplies. This company has their own containers that they install, for a monthly fee, in companies and their own service to collect the "waste", which for them is raw material. ELISE processes more than 17,000 tons of waste per year. Further to this, the company also created 275 solidarity jobs (Living Circular, 2017).


To engage your office in Circular Economy, there are 4 tools proposed: The *Circular Office Workshop invitation e-mail*; the *Speed Ideas*; the *How, Now, Wow Matrix*; and the *What? Who? Why? Where? When? How? Now? Matrix*. After following step 3, Social Enterprises will be able to engage their collaborators into changing the organisation from within and capture the most valuable ideas that will propel the transition to Circular Economy.

### **Circular Office Workshop invitation e-mail**

This model can be used to prepare the team for the workshop and can simply be sent by e-mail to everyone.

Figure 12: Email invitation for workshop

1 2 **3** 4 5 Engage the office

  
Circular Loops

## 3.1 Circular Office Workshop - invitation email

**Intention:** to make our office greener by adapting it to the circular economy model.

**Desired outcomes:** define methods, techniques, tools and solutions which contribute to the implementation of a circular economy model.

**Agenda:** ideas conception and development activities (brainstorming + how now wow matrix); definition of an action plan (What? Why? Where? When? How? Now?).

**Roles:** The whole team should participate with ideas, knowledge, and points of view. The more heads, hands, and voices, the further we can go.

**Rules:** everyone should participate and give space and time for everyone to express themselves; there are no wrong ideas, all are valuable. Each person can suggest other issues that have not been mentioned here.

**Time:** the workshop lasts 1h45 and will be divided into 3 blocks:

1. 10' icebreaker + 10' speed ideas + 10' comments/discussion
2. 30' matrix how now wow + 10' coffee break
3. 20' What? Why? Where? When? How? Now? + 15' discussion/conclusion

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Design by:  Co-funded by the  
Erasmus+ Programme  
of the European Union

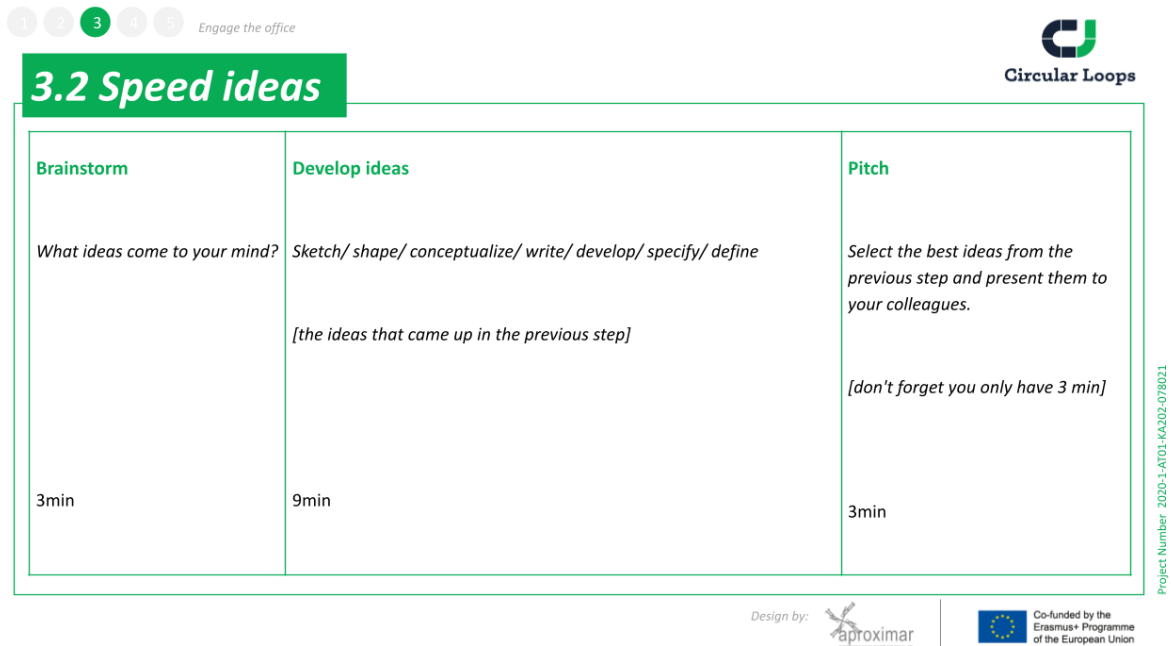
Source: Adapted from IDOARRT Meeting Design Tool - Hyper Island Toolbox

After inviting your team to the workshop, it is now time to do it. Choose a time that is suitable for everyone and get to work! During the workshop you should complete the following 3 exercises, therefore the workshop should be around 4 hours.

## Speed Ideas

This first tool's aim is to develop ideas on how to make the transition to Circular Economy in the organisation's office, as proposed in the invite you had sent previously. As per the tool itself, the proposed time each time should be spent using it on it is 15 minutes. Added with the time it takes to explain it, it is recommended that half an hour is dedicated to the Speed Ideas Tool. Several teams can be invited to work with this tool, as with more people, more ideas will be generated.

Figure 13: Speed Ideas Tool



Source: Elaborated by the authors of this document based on Hyper Island Toolbox <sup>3</sup>

To apply the Speed Ideas tool, the following steps should be followed:

1. For the first 3 minutes of the exercise, each person should write down as many characteristics/ aspects (related to the Circular Economy and circular office topic) as they can think in several sticky notes, and glue these in the first column of the tool presented in figure 13.
2. After this, participants are divided into groups (min 1 / max 4 elements per group). The sticky notes are equally divided for each group and assigned randomly. They should be used as inspirations for the development of ideas on circularity. The groups have 9 minutes to work on these ideas
3. Everyone returns to the larger group, where each group should pitch their ideas in 3 min.

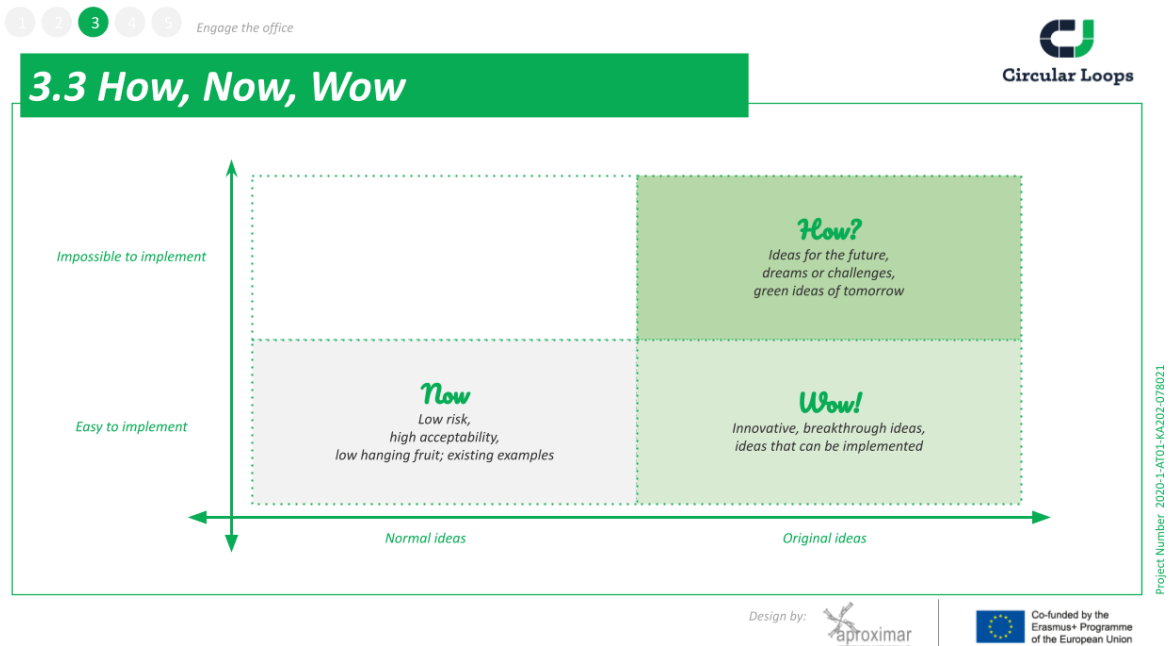
The purpose of this exercise is not to come up with fixed and complete solutions but to incentivize people to start engaging with the circular mindset. More structured and formalized solutions will be thought through and developed further in the transition process.

### How, Now, Wow Matrix

The purpose of the How, Now, Wow Matrix is to summarize and categorize ideas according to their originality and the simplicity of their application. This exercise should be developed after the speed ideas, where people had the opportunity to start thinking about Circular Economy and a more circular office.

<sup>3</sup> [Hyper Island Toolbox](#)

Figure 14: How, Now, Wow Matrix



Source: Elaborated by the authors of this document based on work done by The Center for Development of Creative Thinking (COCD). Information about the COCD Matrix was published in the book, “Creativity Today” authored by Ramon Vullings, Igor Byttebier and Godelieve Spaas.

There are 3 categories of ideas, according to their degree of originality (horizontal axis) and to the degree of simplicity of application (vertical axis):

- **NOW**: The ideas to be placed on the NOW quadrant are easy and normal ideas. They present a low level of risk and high degree of acceptability.
- **HOW**: The ideas to be placed on the HOW? quadrant are original but require a considerable effort to implement. They can be thought of as challenges for the future.
- **WOW**: The ideas to be placed on the WOW! quadrant are original, innovative ideas and easy to implement.

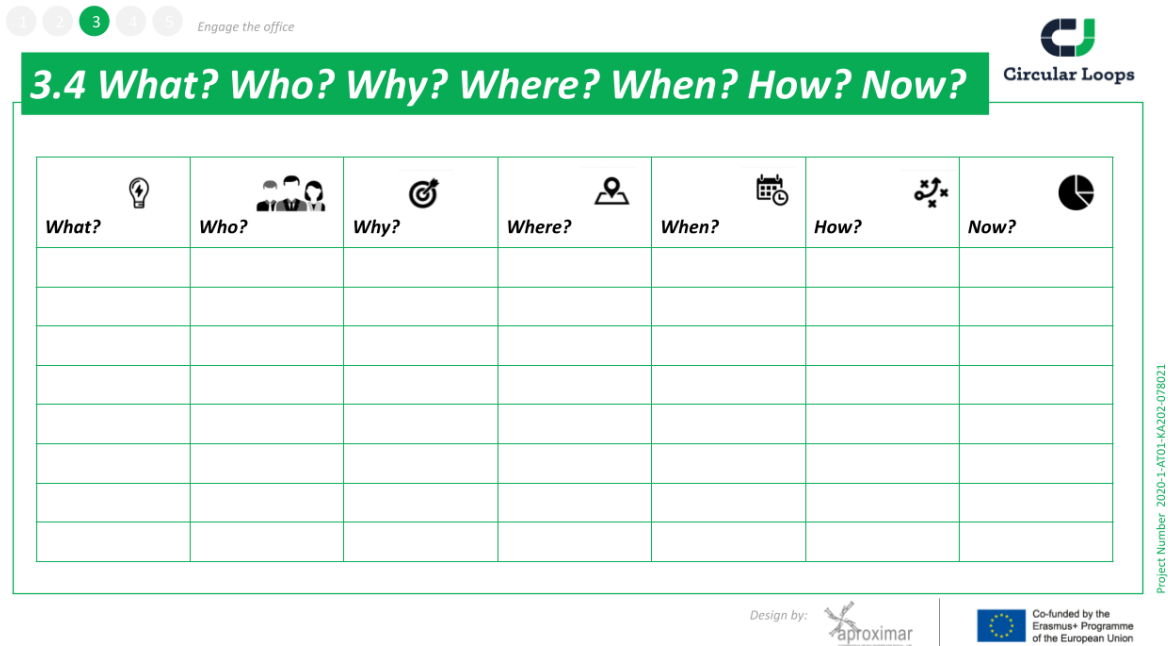
To successfully apply this instrument, the following steps should be followed:

1. The ideas are written down in cards and displayed around the room.
2. Each element of the team has 3 sticky dots, and in which they write a “N”, an “H” and a “W” (for “Now”, “How”, “Wow”). Alternatively, they can choose colours for each category, which results in a more interesting visual effect (for example blue, yellow and green, respectively). The number of dots can proportionally increase, if there were a lot of generated ideas. Each member of the team should vote for the 3 best ideas (1 for each category), sticking one colourful dot in front of each idea.
3. When everyone has voted, count the number of votes of each idea to categorize them and place them accordingly in the matrix.

## What? Who? Why? Where? When? How? Now? Matrix

This instrument is a direct consequence of the matrix presented in step 3.3.

Figure 15: What? Who? Why? Where? When? How? Now?



What?	Who?	Why?	Where?	When?	How?	Now?

Source: Elaborated by the authors of this document based on Mobi project<sup>4</sup>

First, the ideas generated in the Now, How, Wow matrix should be written in the left column (What). Don't forget to follow the order proposed by the matrix (from the simplest idea to implement to the more tricky) in order no hindered the advance of the process (collaborators might be frustrated if they try to implement the Wow ideas, as they are much more complex than the Now ideas). Then, complete the following columns according to these instructions:

- *Who?* From the organisation's collaborators, who is going to be responsible for implementing the idea? It can be one person or more, and tasks might be divided.
- *Why?* The reasoning behind the importance of implementing the idea. It should be very concrete. For example: The action is to start recycling our company's paper. Why? Because it was directly going to waste
- *Where?* The place/location where the idea will be implemented. Is it in the front office? Back office? On the way to work? Etc.
- *When?* The starting date, frequency and deadline of implementation.
- *How?* Here is the place to identify the needed resources, and to specify the means through which the idea will be implemented.

<sup>4</sup> [Mobi – Mobilizing Society Towards \(ex\) Offenders Re-integration \(mobi-initiative.org\)](http://mobi-initiative.org)



- *Now?* It refers to the status of the implementation; for example “to be implemented”; “ongoing”; “finished”.

This last column is, by nature, changeable, as it represents a status. However, all the others may also be changed as needed.

After the implementation of this last tool, the organization has taken the necessary steps to ensure a smooth transition to circularity. Do not forget to set your own pace and to celebrate the little victories



## 6. Create local synergies

Albeit the usefulness of steps 1, 2 and 3, the fact is that Social Enterprises can distinguish themselves in the Circular Economy sphere by taking into account the social/people side of Circular Economy. Creating local synergies is an essential step when talking about involving people and the community in the circular transition. According to Henrysson and Nuur (2021) *“social trust within and trust in local institutions has supported and enabled co-ownership and cooperation and has built capacity for further long-term collective action”* (p.160).

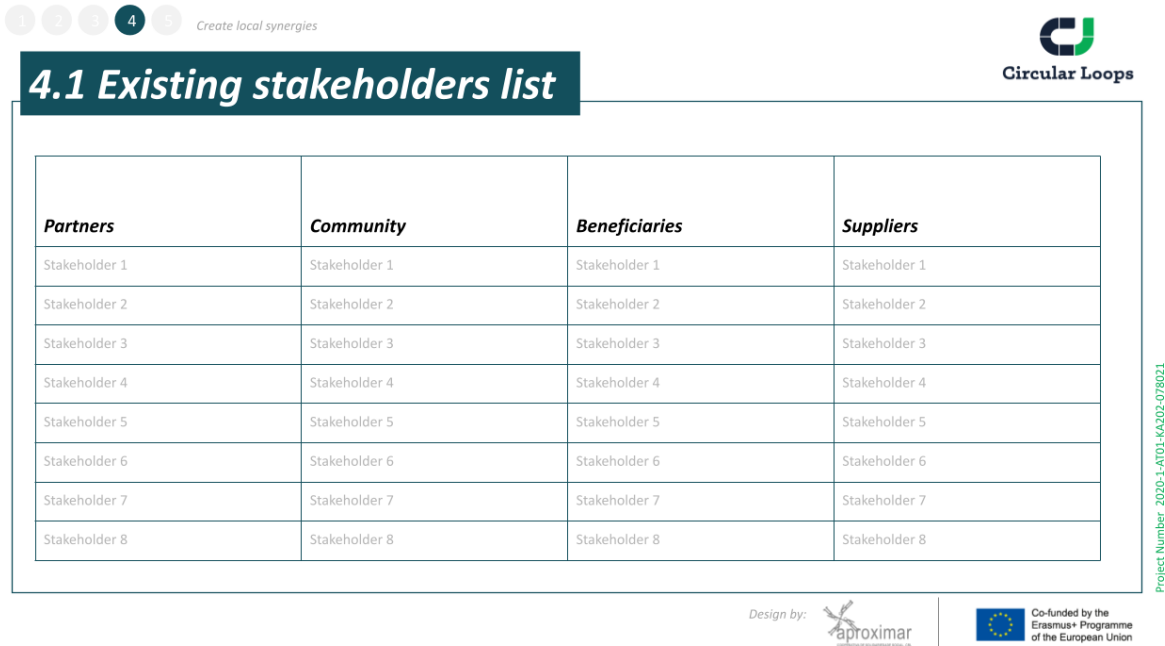
Communities are an essential part of both Social Enterprises and Circular Economy, hence essential to Social Circular Economy. This step's aim is to identify the local organizations and actors that can help the company in its mission to turn from linear to circular. Think about the community you belong to and take advantage of it. According to Circular Economy specialist Matthew Allen, *“in order to be truly effective and transformative, these transitions must be locally appropriate, community-driven, and create opportunities for people experiencing disadvantage”* (Impact Boom, 2021). This will be quite organic to social enterprises that already try to have this focus in their daily activities.

To achieve this, there are 3 tools proposed: The Existing Stakeholders' List, Searching for New Stakeholders Map and the Stakeholders' Map. The main idea is to get the community the organisation is situated in and the partners it has relationship with also engaged with Circular Economy and to identify stakeholder that already apply circular principles and work with them. It is proposed that organisations dedicate around 6 hours to this step. At the end, social enterprises will be able to evaluate their partnerships and the synergies they create on a circular level and choose to develop relationships that foment Circular Economy.

### The Existing Stakeholders List

This tool aims to list the existing stakeholders and it works as a basis for analysing the stakeholders. Organizations should complete the table with their main stakeholders, organized by categories. In order for the list to be complete, it is proposed that the list is distributed by several collaborators and that they have some time to complete. For example: each collaborator could have one of these lists in his/her desk during one week, and insert the stakeholders as they think about them or work with them. This way it will be more complete than just having a few hours to do so.

Figure 16: Existing Stakeholders List



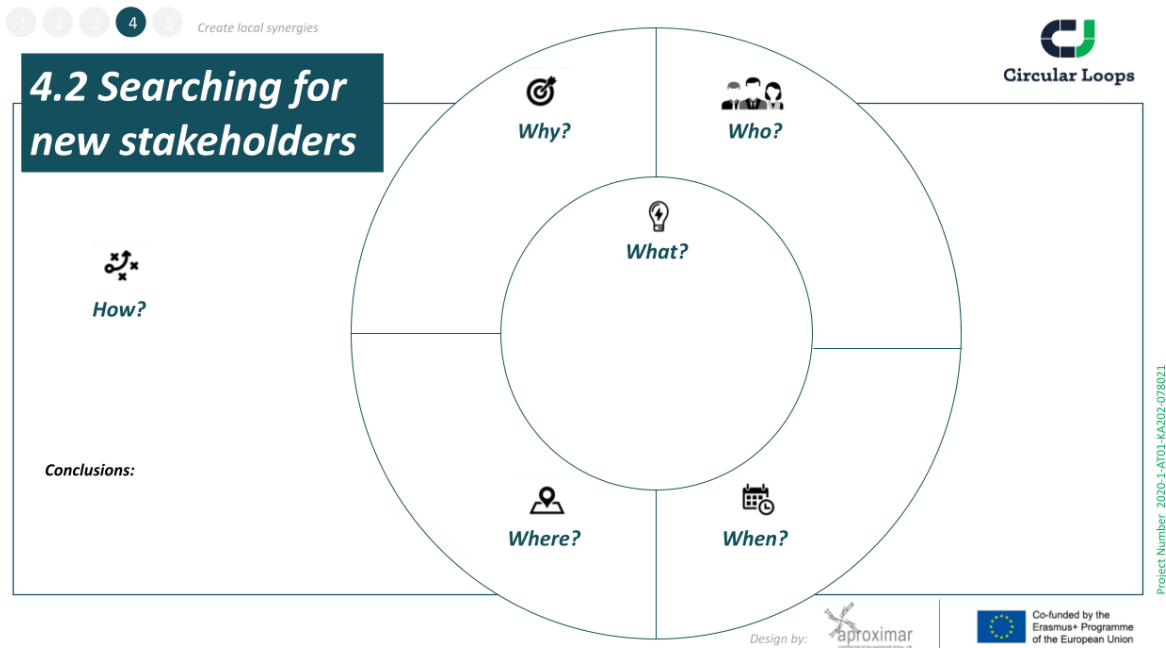
Source: Elaborated by the authors of this document

Afterwards, it is proposed that organisations look around to the community they are inserted in and search for new partnerships.

### Searching for New Stakeholders Map

In order to facilitate this search and to involve collaborators who can have a fresh perspective regarding new institutional relationships, organisations can use the following tool:

Figure 17: Searching for New Stakeholders Map



Source: Elaborated by the authors of this document based on Mobi

Organizations should hand each team member 2 copies of this tool: the first copy is for the analysis of one existing stakeholder (based on the previous exercise); the second copy serves for identifying and analysing one new/potential/proposed stakeholder. This is a task to be developed individually and with some time (the timeline suggested is 1-2 weeks for completing both cards).

The several fields should be filled accordingly:

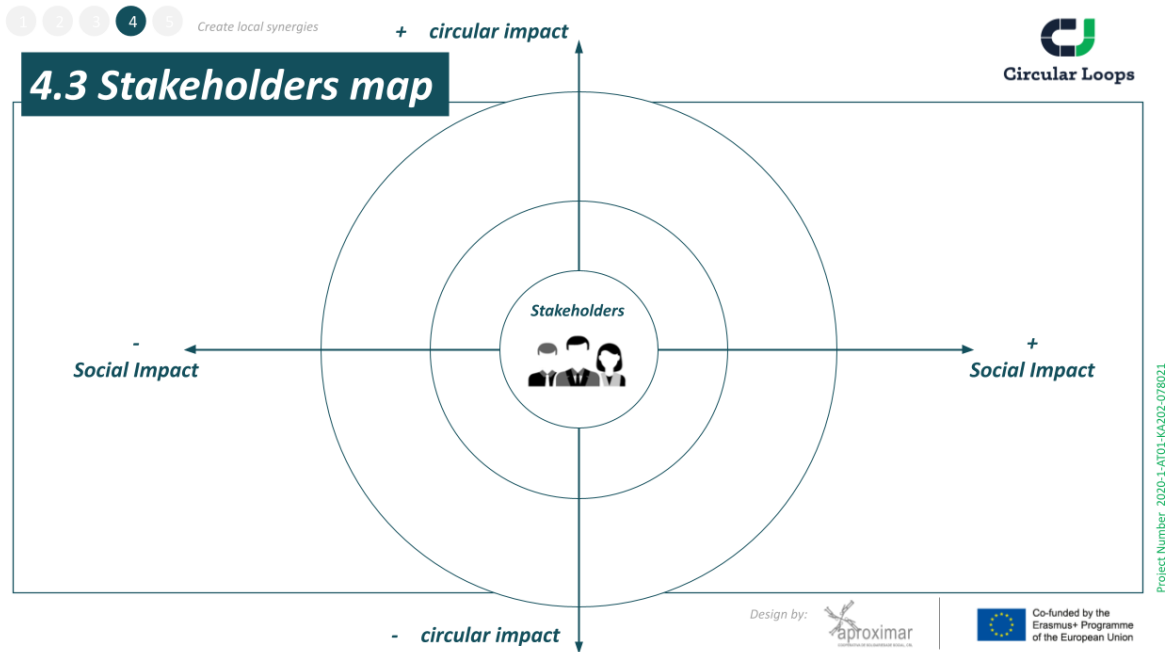
- *who is the stakeholder*
- *when could they enter*
- *where could they enter, i.e. in which part of the organizational process*
- *why should they enter*
- *what do they represent for the organization's goals*

It is suggested that the completed cards are shared with the team on a board for that purpose, during the time allocated to the ongoing task, so that everyone gets progressively familiar with the existing and potential stakeholders.

After this identification is time to understand if the relationships are viable, applying the next tool:

## Stakeholders' Map

Figure 18: Stakeholders' Map



Source: Elaborated by the authors of this document based on Mobi<sup>5</sup>

In a group, teams should gather all the completed cards on the board and, one by one, each team member should present the two stakeholders they analysed. This should be done quickly (not more than 1-2 min per presentation). After this presentation, stakeholders should be placed in the above Stakeholder's Map (with sticky notes, for example), according to the degree of social impact and circular impact attributed to each. The stakeholders that present the highest degree of social impact and circular impact (upper right corner of the tool) are the ones the organization should focus on.

By using these methods, organizations will be able to think out of the box and, certainly, unexpected new partnerships will be formed

<sup>5</sup> [Mobi – Mobilizing Society Towards \(ex\) Offenders Re-integration \(mobi-initiative.org\)](https://mobi-initiative.org/)

## 7. Action time!

In order to take action, i.e. to apply circularity in your organisation after following steps 1 to 4, you have to: accept challenges; set goals and measure progress.

### i) Accept challenges

Assume that it can be frightening to move away from old habits that have long been ingrained in your organization's fabric. This will pose some challenges so it is important you set priorities and understand you will not be able to accomplish everything simultaneously and that the commitment with Circular Economy is a marathon, not a sprint.

### ii) Set Goals

Given the above, companies must establish priorities and decide where to act first. For this, researchers at the Chief Economist Office of PWC Netherlands, suggests that organisations first analyze the areas where it will be simpler to implement changes, for example, starting with the organic waste produce by the workers while at the office, by asking the question *"What is the immediate action plan that your teams can execute on?"* (PWC, 2019, p.44).

Further to this, according to the PWC, the so-called circular novice, i.e. organisations in which circularity is not yet part of their reality, should only expand circular action when the first one, the one they establish as a priority, is successfully implemented.

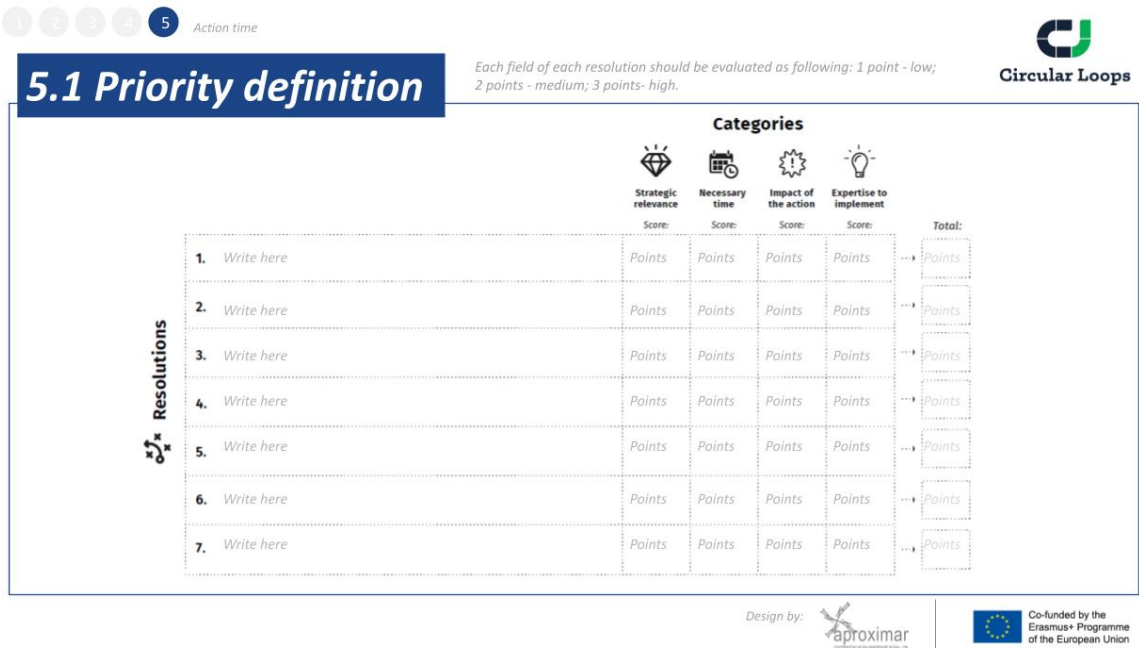
The further an organization climbs in the circularity ladder, the more challenging will the goals be. For example, *"circularity champions should focus on circular value creation, innovation and creating new revenue streams, products and services"* (PWC, 2019 p.45).

It is recommended that the social enterprise uses some kind of tools to clarify and address these items, such as the ones proposed: the Priority Definition Matrix and the GANTT. The social enterprise will then be prepared to clearly set their goals after applying these tools.

## Priority Definition Matrix

For this priority definition, the following tool is suggested. This matrix will help organisations to think about their resolutions in terms of four major categories: strategic relevance, necessary time, impact of the action and expertise to implement.

Figure 19: Priority Definition Matrix



Source: Elaborated by the authors of this document based on Mobi<sup>6</sup>

Based on the resolutions defined over the several exercises (best potential stakeholders; resolutions for a circular office; solutions for products and services), organizations should now summarize them on the table tool and, for each, evaluate:

- the strategic relevance: how is this important for the mission of the organization?
- the rapidity: how rapidly can it be implemented?
- the impact: how impactful will this be, both socially and in terms of circularity?
- the degree of simplicity: how easily can it be implemented?

Each field of each resolution should be evaluated as follows: 1 point - low; 2 points - medium; 3 points- high.

Finally, the points are added for a total evaluation of each resolution. The resolutions presenting the highest scores are the ones that should be prioritized.

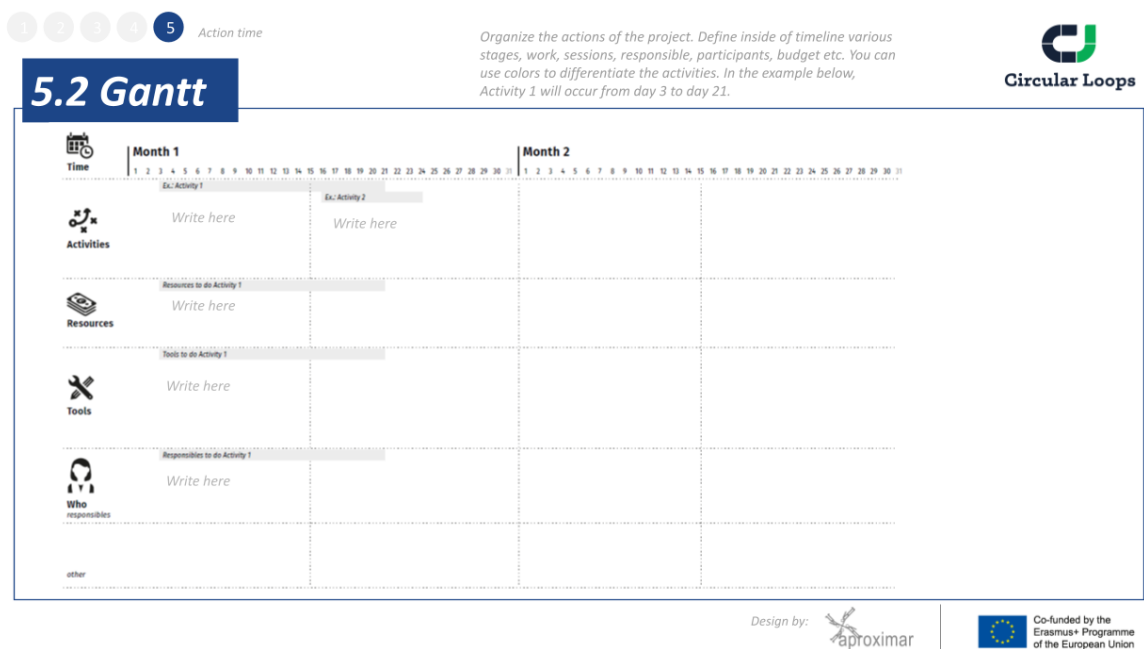
After prioritizing each resolution, it is time to define an action plan.

## GANTT

A GANTT is an instrument that allows to plan and schedule tasks or projects. It is helpful to define timings for each task, so that they have a clear deadline, being invaluable when trying to implement new projects or models, such as Circular Economy

<sup>6</sup> [Mobi – Mobilizing Society Towards \(ex\) Offenders Re-integration \(mobi-initiative.org\)](https://mobi-initiative.org)

Figure 20: GANTT



Source: Elaborated by the authors of this document based on Mobi<sup>7</sup>

### iii) Measuring Progress

In order to understand if the goals set are met, it is imperative to measure progress. Specialists warn that there is not a universal standard way of measuring the impact of circular approaches, but that it is fruitful to apply three main metrics (PWC, 2019, p.46):

- 1) Operational Efficiency - Metrics covering resource efficiency (e.g. reduction in energy consumption) and resource savings (e.g. reduction of plastic use)
- 2) Sustainability performance - Metrics covering sustainability topics (e.g. CO2 emissions), often based on reporting standards such as the Global Reporting Initiative (GRI) or Carbon Disclosure Project (CDP) that aim to facilitate comparisons
- 3) Value Creation - Metrics covering circular value, such as the percentage of revenue attributed to products with a profile that includes circularity

Further to this, it is essential to also take a triple bottom line approach when it comes to measuring progress. Organisations have to ask themselves whereas environmental and social are measured for cost-benefit analysis (beside financial aspects). Not regarding the social aspect of Circular Economy might lead to poor decisions and to unsustainable outcomes. In this regard, Circular Metrics Researcher Olga van Meeteren puts forward the need to consider social metrics for measuring circularity (2021):

Figure 21\_ Social Metrics for measuring circularity

<sup>7</sup> [Mobi – Mobilizing Society Towards \(ex\) Offenders Re-integration \(mobi-initiative.org\)](https://mobi-initiative.org/)



Human Rights	Society	Product	Labour & Decent Work	Other
<ul style="list-style-type: none"> <li>• Child Labor</li> <li>• Forced or compulsory labor</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder involvement in decision making</li> <li>• Social cohesion</li> <li>• Public policy</li> <li>• Food security</li> <li>• Poverty</li> <li>• Assessment for impacts on society</li> </ul>	<ul style="list-style-type: none"> <li>• Customer health and safety</li> <li>• Product and service labelling</li> <li>• Fair trading relationships</li> <li>• Conflict mineral use</li> </ul>	<ul style="list-style-type: none"> <li>• Job creation from CE business model</li> <li>• Job creation within organisation</li> <li>• Income generated by jobs</li> <li>• Occupational health &amp; safety</li> <li>• Training and education</li> <li>• Quality and well-being</li> </ul>	<ul style="list-style-type: none"> <li>• Corruption</li> <li>• Sanitation</li> <li>• Governance</li> </ul>

Source: van Meeteren (2021)

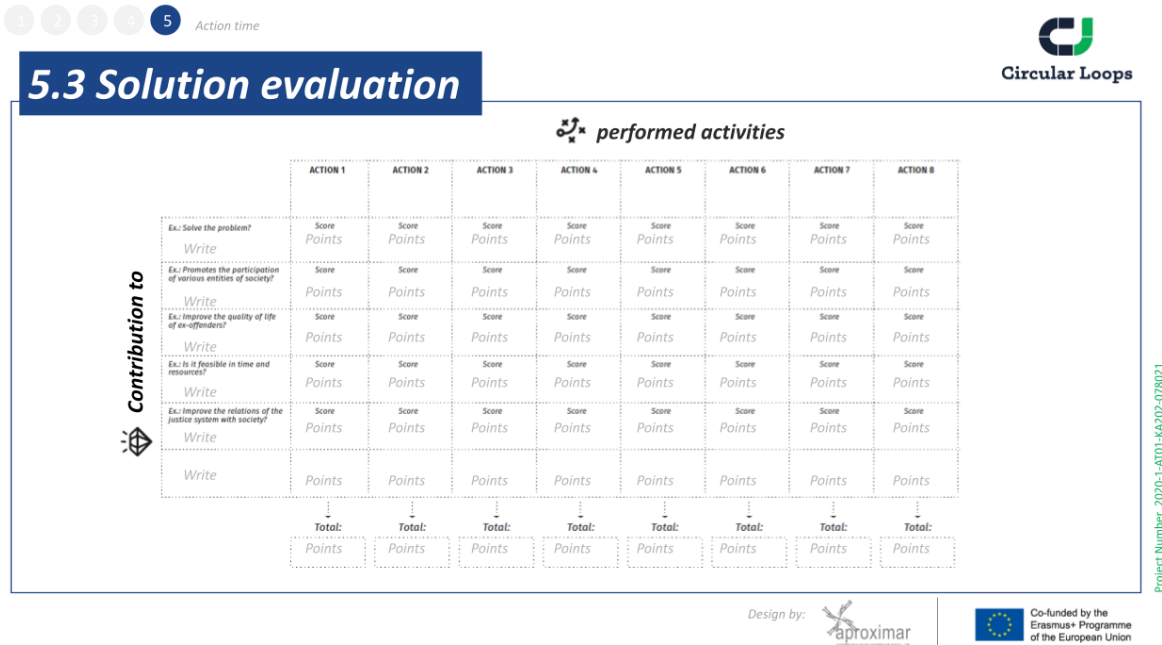
This integrated approach is very helpful, but just like when setting goals, organisations must understand the stage they are to apply these metrics. The metrics should be decided and discussed. Summing up, progress measuring is a vital part of the circularity process and should be treated as such, since it helps organisations progressing in their circularity efforts. But it will always depend on your organisation's goals and stage of Circular implementation.

Independently of which metrics your organization chooses to apply, the following instruments are recommended to measure progress.

## Solution Evaluation Board

The first tool that is helpful in progress measuring is the Solution Evaluation Board. This board serves to evaluate how each implemented action contributed to the Circular Economy objectives. The evaluation should be scheduled in advance.

Figure 22: Solution Evaluation Board



Source: Elaborated by the authors of this document based on Mobi<sup>8</sup>

For each action implemented, 11 questions will be asked. The evaluation follows a 3 level scale:

- 1 point - it contributed little;
- 2 points- it contributed somehow;
- 3 points- it contributed a lot.

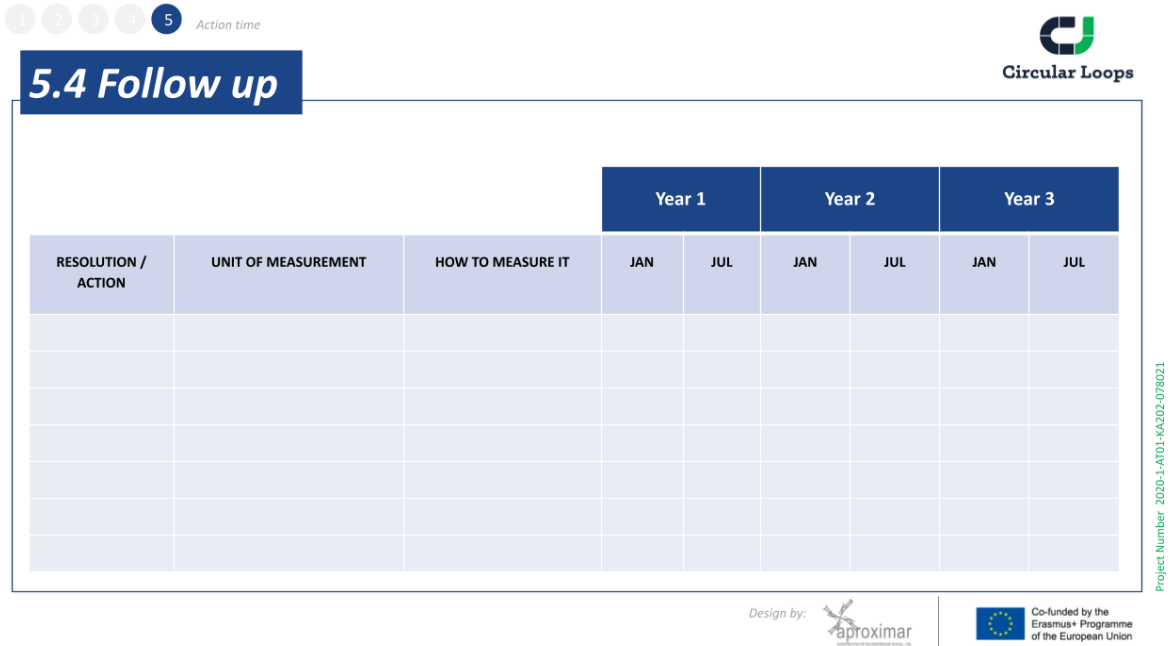
After summing the points of each action, the actions presenting the highest scores represent the ones with the most overall contribution for the Social Circular Economy.

<sup>8</sup> [MOBi – Mobilizing Society Towards \(ex\) Offenders Reintegration \(epea.org\)](http://MOBi – Mobilizing Society Towards (ex) Offenders Reintegration (epea.org))

## Follow up

This tool should be used to monitor the development of each of the resolutions in a quantitative way.

Figure 23: Follow Up Board



RESOLUTION / ACTION	UNIT OF MEASUREMENT	HOW TO MEASURE IT	Year 1		Year 2		Year 3	
			JAN	JUL	JAN	JUL	JAN	JUL

Source: Elaborated by the authors of this document

This tool should be used to monitor the development of each of the resolutions in a quantitative way.

In front of each action, a unit of measurement should be defined, as well as the ways of measurement (such as resources, frequency, and other useful tips).

It is suggested this follow up to be done continuously and to be registered every 6 months.



## Conclusion

Hopefully, this methodology will allow Social Enterprises to successfully implement Circular Economy by finding value propositions made possible through the potential re-circulations, the minimization of waste generation and environmental impact, and by involving multi-stakeholders.

To sum up, the proposed methodology has five steps, being that the first is the basis for the action taken in the following:

- First, paint a clear picture of the organization.
- Second, identify what can be done to the products and services;
- Third, identify how the workplace can implement circular business models;
- Fourth, create local synergies;
- Fifth, implement the changes, by accepting challenges, setting goals, and measuring progress.

Within these five steps, this methodology has recommended the use of 16 tools. Nevertheless, the recommendation of each specific time range for each tool, it is advised that enterprises apply this methodology in the course of three months, in order to organize and develop the activities in a timely manner and so that the transition to circularity is combined with the normal course of business the organisation develops.

Hopefully you will start to see real changes in your organization after following the steps and applying the tools, but do not feel discouraged if not everything comes full circle (pun intended)! Every organization has its own rhythm and priorities, as it has been referred throughout this document. The important thing is that you commit to a circular approach and understand that Circular Economy is the way forward for your organization, community and for our planet!



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## Project Partners



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