CirEkon

transforms everything to better

10 steps
to circularity

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Hi dear reader.

We, at CIREKON, genuinely intend to make a circular economy available to all. We also intend to make **the real circular economy** available to all.

The difference between the first and the second sentence is this little brochure. It should explain what we need to take care of, understand, and then act towards a true, high-quality, and resilient circular economy business.

We have divided this brochure into two parts - First part tells you how you need to think and what you need to know about the circular economy to start even thinking about circular change. The second part explains just a bit of the answer to the question “HOW” should we approach the topic and “WHAT” we need to know from within the system to start with this triple success story of change.

In the end, we know this brochure is not enough. This is only scratching the surface. And luckily enough, we, at CIREKON, are always ready for a discussion and questions. So, take this little brochure as an invitation to discuss, upgrade and delve deeper into the successful transition mode... well... towards circularity... What else...

WHO ARE WE? WHAT IS CIREKON?

CIREKON is a young professional consulting start-up completely dedicated to the systemic circular economy transition of partners, companies, clients, cities, and countries. We apply systemic circularity tools, only to fulfil the promise of ours:

> *“We are here to modernize the business system responsible through product-service lifecycle management. We aim to help businesses prosper by following the principles of circular economy and sustainable development.”*

How do we see a circular economy?

Well, there are only two aspects of this:

1. Systemic benefit
2. (multiple) Lifecycle viability.

This means that we take actions concerning the connected systems and try to influence business, society, and the environment positively. We also ensure that our clients, partners, and friends learn how to create (harmless) value in multiple lifecycles of their products or services.

How do we do this magic? We teach and learn from our actions. **We collaborate.** A lot. With all different actors, with (presumably) competition, with national and international level, with small start-ups and big companies, NGO, and with the media. Ask us more about the secret spice we use to make the magic happen. Book us for a coffee. Visit: **www.cirekon.rs** And of course... Enjoy this quick read...

Best, CIREKON team.

www.cirekon.rs

1. Think systemically

Before stepping into the domain of circular economy, the practitioner has to become aware and start practising a different **approach to planning, observing, analysing, and living in general.**

We are taught and used to a so-called analytical approach to problems and generating appropriate solutions in which reductionism (the way we drill down the problem) is the primary tool of our thought process. **Think about the Computer configuration. Our way of thinking is (in most cases) directly pointing us to think about the components, subcomponents, their connection, or compatibility, so the power or the graphical potential is increased. This is a typical example of analytical thinking where we start from the whole, and we analyse smaller pieces of our object in focus.**

Systems thinking is guiding us to think differently, seeing the computer as an element of a bigger, interconnected, live system, where it (the computer) has its role, position, and impact, thus creating constant feedback loops to all levels below itself (components, parts, materials) but also to the ones connected to it (energy, cloud, server, etc) and the ones above it (company, humanity, ecological system, economic system, etc.). In other words, systems thinking is more of a synthetic way of thinking. This way is also seen as “wholism” in contrast to “reductionism”.

Before stepping into the domain of circular economy, the practicioner has to become aware and start practicing a different approach to planning, observing, analysing and living general.

Another significant difference between analytical and mechanical thinking on one side, and complex systems thinking on the other, is the difference in the predictability of outcomes. In the way we are used to think, we often plan for a particular outcome. More often than not, focus on the final intended result regardless of the side effects, unintended consequences, or return signals we are getting from our environment. Systems thinking is an approach proposing greater variability of outcomes. Therefore, it does not focus on the process and outcome but the connections, interrelations between actors and factors, and their interactive result.

In systems thinking, two simple questions we should constantly ask ourselves are:

- How is THIS influencing THAT and
- How is THAT influencing THIS

The main difference between the current (linear) economy and circular economy thinking is precisely this. Without systems thinking, we cannot make the case for the circular economy because we will miss the impact dimension of circularity to connected and current systems.

Function

Creates a causality logic of the function of the element and its actual function model. It refers to the connected and higher system level embeddedness, while defining the general role and effects the element produces to the system

Is good for...

Understanding the “why” some entity should exist, places the context into the understanding and leads to constant change to create a more effective system

Synthesis - Systems

Changing the way we think and things we value

Components

Analysis - Mehcanic

Drill down to create a causality based on the combination of suitable or non-suitable factors from the component point of view.

Is good for...

Understanding the “how” some entity is compiled, how to increase efficiency in their work

Figure 1 - The illustration of difference between systems thinking and analytical thinking

Linear or current modern economy sees the system as a simple linear flow of resources, materials, and energy. In contrast to this, a circular economy sees the economic system as a complex interaction of causes and effects of extraction, creation, use, disposal, **and the impact of all activities** performed.

2. Know the whole picture

We need to understand the whole story of circular economy if we intend to delve into it. We cannot “reduce” it to a business model, or to waste recycling or to “from waste to value” strategy. **Circular economy is a new way the economy works**. Completely. With new logic, new paradigm, new outputs, new metrics, and new needs. This booklet is far from enough to explain the totality of circular economy research area, and we will try to, intentionally, pinpoint what are the areas the practitioner needs to address in order to tackle **circularity.**

Create value:

The circular economy is all about creating value through the implementation of the following principles:

- Design out waste and pollution
- Keep products and materials in use
- Regenerate natural systems.

What to know more?
Feel free to visit our page

How to start a value journey:

Go looping:

In the circular economy business, the aim is to separate profit-making from resource use and negative environmental impact. The profit itself is created by minimizing the use of input resources and energy, prolonging the life of resources and products, and finally minimizing the waste produced. The value of one product is made by operating within as many “loops” as possible, while constantly creating positive impacts to the environment, society and generating profits. The picture below shows number of strategies and all of them, within specific decision-making processes, must be included into consideration in order to make the right circular choice. These are: Design, Produce, Use, Reuse, Repair, Return, Refurbish, Remanufacture, Recycle.

Optimize:

The critical moment in creating a circular business model **is not to create profit at any cost (quite literally), but to optimize the use of all resources and processes to reduce the negative impact on the environment while making the enduring and appealing value for the** end user—that will, in turn make profits. More on that in chapter 8.

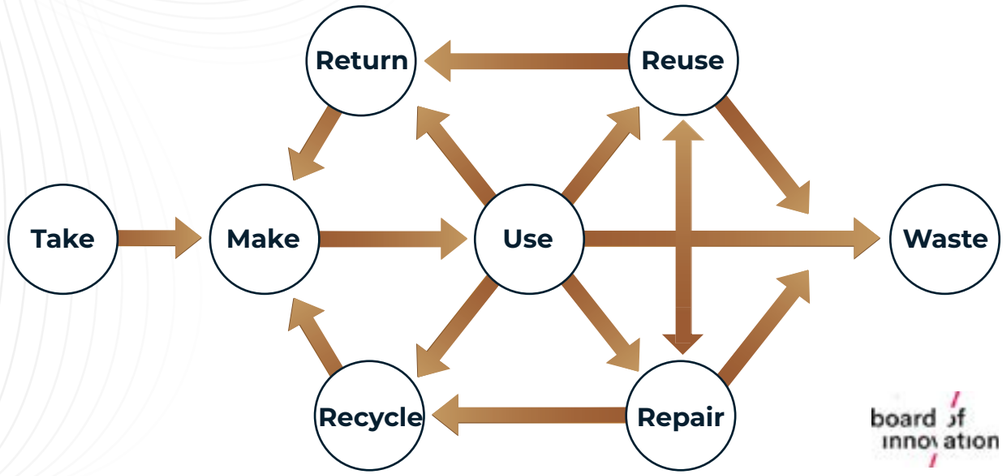


Figure 2 - Circular business model. Modified from: Board of Innovation (Accessed on 01.10.2021, accessible via: https://www.boardofinnovation.com/circular-economy-business-models-explained/)

Design for "wasteless", not "from waste":

Finally, to understand something in the right way, the parts must be understood about the whole. The key, therefore, to a fundamental understanding of a circular economy is understanding relationships, causes and effects. (Ellen Macarthur). That is why we have dedicated the whole Chapter to systems thinking. It is important. The linear economy is functioning in the relationship between resource extraction and depletion. Currently, it is necessary to devise a new concept of the economy to blend all three factors of development - circular economy, the model that aims to optimize and reduce resource consumption and produce a positive impact on the development of society and the environment. (Ellen Macarthur). Here, we are giving you a sweet shortcut. The true circular potential lays in the phase of designing products that will be recyclable, modular and that will enable business model and return loops of products and materials, keeping them constantly in use. That means – no waste. And that means: The point of circularity is not to take care of waste, not to make products from waste, (although these are also valid strategies) but to make products that will not create waste, and services that will enable such product facilitation on the market. **The point is a waste-less economy.**

3. Know why

As more and more firms begin to recognize the potential in this novel approach, the CE moves from theory to practice and demands a strategic business shift. The circular economy is one of the models for establishing sustainable development not in society in general but also in creating sustainable long-term business value in balance with the planetary resource potential and environmental boundary conditions.

The transition to a circular economy has already begun.
Do you want to be a follower or a leader?

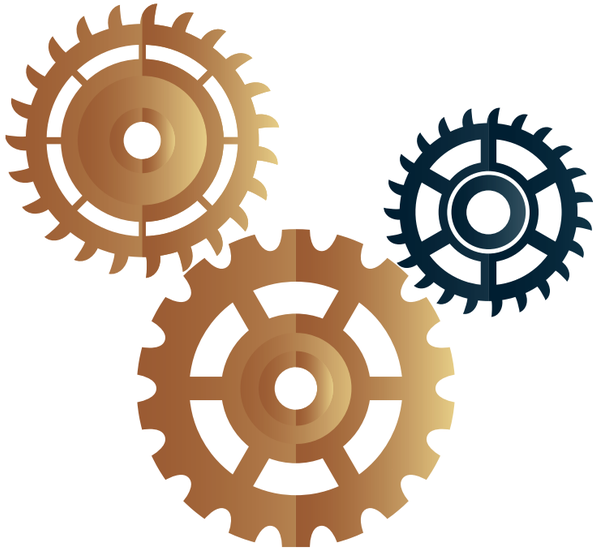
Essentially, resources we use as raw materials are slowly disappearing. The price rise will follow resource scarcity. Population growth and linear economy influence that oil reserves disappear faster than expected. There is a projection we will lack gold, silver, and lead **already in 2035,** copper in 2050, while ore quality significantly declines over time. The price of raw materials is unpredictable and unstable, and COVID 19 affects this instability even more. These are red flags for starting more efficient use of resources and thinking about sustainable business models.

Nevertheless, the nature of the market is to regulate itself and to expel players who are not ready to resist the anticipated changes. Governments slowly started to shape new market demands and predicted reducing import and export of by-products and raw materials. The application of eco-design to new products is encouraged through recyclability, reparability, modularity, and life cycle extension. New measures are being introduced to accelerate the development of the secondary raw materials markets. The promotion and implementation of green public procurement are becoming almost a norm. The demand for new „green jobs" is growing, and the emphasis is slowly being placed on business of reverse loops.

Are you ready for the transition?

“Transition” is the word that describes the process of moving from one state or condition of a system to another, while circular economy could be placed in a complex system transition.

Therefore, directing the company towards a circular transition requires support from top management educated to lead complex adaptive systems, or at least to understand how it works. The whole process of making your business circular is not to introduce the “circular component” of the business, but to shift to new business schemes. This needs to happen gradually, in iterations, where we learn by doing.



What we propose in our **Transformative service** working with experts around the region and EU, in a project called **Circular Economy Balkan Beacons**, is to start with sensing and assessing where the company stands, the challenges, and defining the obstacles for a successful CE implementation. Afterwards, we prioritize the segment of business that we want to change and then start with a small experiment. The aim is to see how the market, or the system will react to change. Then we begin with another iteration and again in another round. Since the transition to a circular economy is an evolving process, we must be prepared for constant learning. Models that have successfully passed several iterations will be easier to weave into the system until a complete transition.

Managers involved in strategic CE planning should involve multidisciplinary teams in adaptive planning. Implementing circular economy principles requires an interdisciplinary approach and staff included in the process. A combination of information from the procurement sector, legal sector, top management, logistics, production or service, R&D, and waste management sector will shed light on the connection of parts in the entire business system and give us the proper inputs for each iteration.

4. Know your external factors

To know how the market, or the system will react to our creation, we firstly need to know our surroundings. Therefore, we are here presenting the obvious factors that may influence (your) shift towards circularity.

Political factors and trends:

The European Union is making efforts to introduce the circular economy as a way of business development through several essential documents and strategies:

- “Paris Protocol - A blueprint for tackling global climate change beyond 2020”,
- “The European Green Deal”,
- “Extended Producer Responsibility (EPR)”,
- “Eco-design Directive Working Plan 2020 - 2024”,
- “A New Industrial Strategy for Europe (2020)”,
- “A New Circular economy action plan”,

In the future, every actor in the private sector will have to include two crucial components in its business - relation to, and control of the impacts of their processes, products and services to society and the environment.

Environmental factors:

Today, we face numerous global challenges such as the fight against climate change, the extinction of flora and fauna, endangered ecosystems, the continuous growth of waste, pollution, and scarcity of natural resources due to climate change and pollution. Radical change is needed more than ever. Global warming of 1.5°C and two °C will be exceeded during the 21st century unless deep reductions in carbon dioxide (CO_2) and other greenhouse gas emissions occur in the coming decades. Under scenarios with increasing CO_2 emissions, the ocean and land carbon sinks are projected to be less effective at slowing the accumulation of CO_2 in the atmosphere.

Societal factors:

Population growth and the gradual disappearance of essential living resources influenced the development of a circular economic model. Many scientists argue that the development of the circular economy can have a significant positive impact on people’s wellbeing and that new business models require creating employment positions. Likewise, “Millennials” are definitely not like “Baby boomers”. Millennials require something similar to circular economy. They are conscious consumers, they prefer access over ownership, virtual services, they require responsible brands.

Technology:

The Internet has accelerated the linear way of doing business and the economy to the maximum. Furthermore, new technologies will be what makes the paradigm shift possible, as they provide the tools that can lower the costs, automate tasks, leverage decisions, track and trace materials and products, make predictive maintenance possible, optimize production in real-time, produce energy from renewable sources or virtualize complete series of products, and even create economic value.

5. Know your internal capacities and impact

Each business change should begin with an assessment of the current situation. To make a quality **assessment** of our company's circularity, understanding the product life cycle is necessary. We present some methods for assessing the current status. (We use it in a special mix):

Value chain analysis: Process of evaluating each of the activities in a company's value chain to understand where opportunities for improvement lie. Conducting a value chain analysis prompts you to consider how each step adds or subtracts value from your final product or service.

The life cycle approach gives a company overview on its environmental impacts from the moment raw material enters into production until the end of its life or reuse (see the picture below):

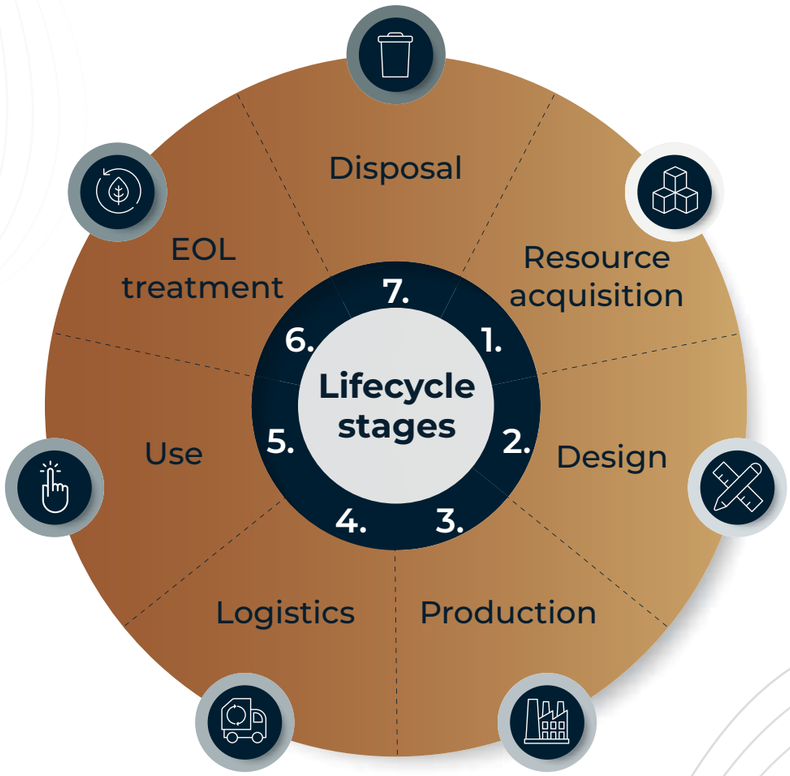


Figure 4 - Illustrative example of lifecycle stages

Life Cycle consists of 7 interlinked stages of a life of one product. These stages are interchanging in nature, and in each of them there is a myriad of options how to improve circularity. These 7 stages present the basics of the ISO 14001 standard also.

Material flow cost analysis is the assessment and quantification of matter (water, food, wastewater, etc.) and substances flow in one system over one period. The method allows identifying problems and quantifying the impact of potential measures on resource recovery and environmental pollution.

Eco Footprint - When we have a broader preview of the life cycle of our products, we can measure the ecological footprint of every process and its impact on the environment. The ecofootprint methodology can measure almost every human action that implies consuming any resources.

Cost-benefit analysis sums the potential rewards expected from a situation or action and then subtracts the total costs associated with taking that action. No matter how hard we try to reduce the impact on the environment by using circular economy models, no procedure can be implemented if it is not economically viable and cost-effective.

Combining these, and other analyses, we can have a more comprehensive picture of how our business affects the environment, how optimally we use resources, and in which segment we should change processes to minimize the negative impact. Furthermore, we will open the door for business optimization and, instead of only generating data, we need to push for transformative decisions.

6. Know your options

The three principles described in chapter 2 can be translated into six potential business activities: Regenerate, Share, Optimize, Loop, Virtualize, and Exchange, collectively called the RESOLVE framework (developed by the Ellen MacArthur Foundation). In the following, we explain each option individually, along with examples.

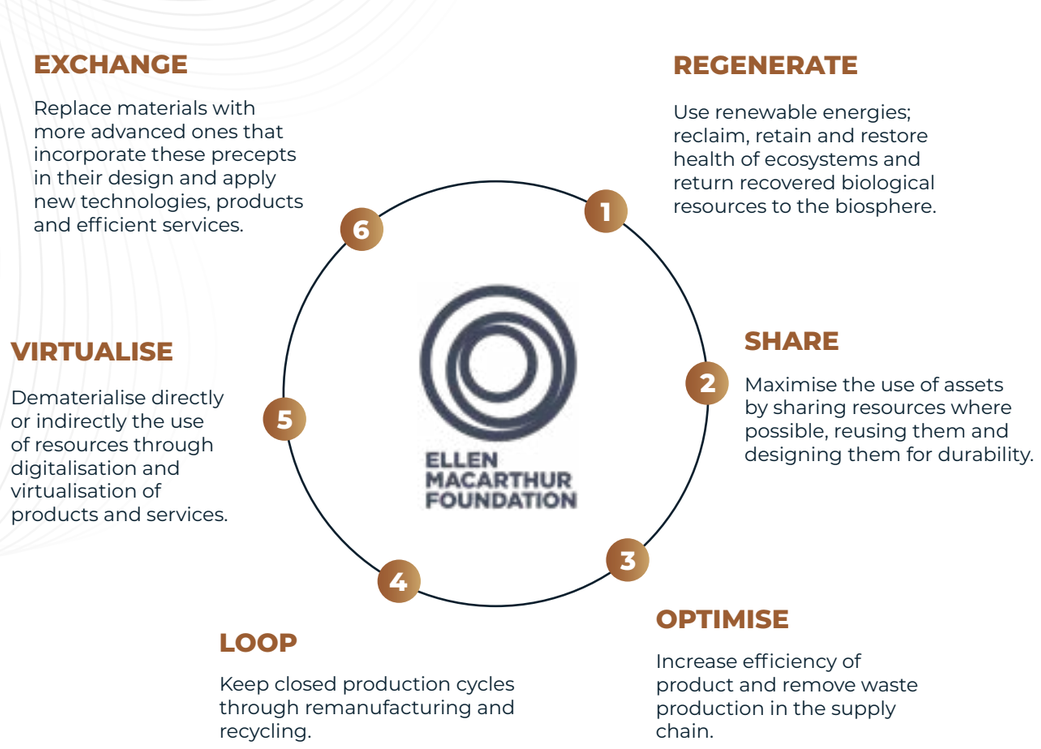


Figure 5: RESOLVE framework by Ellen MacArthur Foundation.
(Accessed on 01.10.2021, accessible via: https://ellenmacarthurfoundation.org/growth-within-a-circular-economy-vision-for-a-competitive-europe)

Each of these options represents an excellent opportunity for circular businesses made possible by the technology revolution and business disruption. We live in time when many possibilities are known; a perspective is very different from a few decades ago. Most importantly, from an attitude and mindset of what it might look like if we continued linear thinking. The described directions of business activities, each in its way, increase the utilization of physical resources, prolong life, and replace limited resources with renewable ones. Further, each action enhances and accelerates the performance of other actions. This framework provides companies with a tool to create circular ideas and strategies.

Regenerate
The main features of this line of business activities are a shift towards renewable energies and materials, maintaining the health of ecosystems, and returning natural materials to the biosphere. New investments in renewable energies are one example of good practice. From 2004 to 2013, their amount was 650 billion dollars, and only on the European continent.

Share Keeping the product in use for as long as possible, the maximum percentage of product utilization through shared use between users (peer to peer sharing of personal items or public products), reuse of products (second hand), life extension through capabilities and support for its maintenance, repair, and the design itself for more prolonged use. These are the main activities of this line of business activities. From many examples of good practices, we will single out the BlaBla application with a car-sharing scheme, which has a growth of 200% per year and 20 million registered users in 19 countries.

Optimize
This business line's main features are increased performance and efficiency of products, removing waste disposal from the entire value chain (from sources and logistics to production, use, and collection phase after use). A good example is the European Union energy label standard.

Loop
Regarding this direction of business opportunities, keeping components and materials in closed cycles and prioritizing circulation from internal circles (respectively: reuse, repair, refurbish, remanufacture, recycle) are the essential items. For consumables, this means recycling products or components, and as an endpoint, recycling materials, as Caterpillar, Michelin and Renault do. As for renewable bio resources, it is desirable to treat them by anaerobic digestion or purification, extraction of biochemicals from organic waste. In the UK, 66 percent of sewage sludge is treated in 146 anaerobic digestion plants, and another 175 plants produce bioenergy from solid waste, figures showing a growing trend.

Virtualise
Here it all comes down to enabling virtual access to services; the circular economy promotes the process of virtualization, which means reading books or listening to music online, shopping online, a fleet of autonomous vehicles, and a virtual office. Examples of this are Netflix with incredible growth rates and the services provided by Zoom service and Kindle.

Exchange
The recommendations are to replace old materials with modern materials from renewable, clean (non-toxic) and easy to re-loop resources, and applying new technologies (some examples are 3D printing techniques and electric vehicles). In 2014, the Chinese company WinSun threedimensionally printed ten houses, each with an area of 195 square meters, in 24 hours.

Summary
This framework provides companies with a tool to create circular ideas and strategies. Below are the industries and business actions in which they have the most significant impact on preventing climate change.

Economic activities	Regenerate	Share	Optimize	Loop	Virtualise	Exchange
Information and communication services, media and telecommunications					●	
Manufacture of wood and paper products and printing	●	●			●	
Manufacture of textiles, clothing, leather, and similar products	●	●	●			
Building		●		●		
Manufacture of transport equipment		●		●	●	
Furniture manufacturing	●	●				
Manufacture of electrical and electronic equipment, computers, and optical equipment				●		
Distributive Trade	●	●			●	
Manufacture of machinery and equipment				●		
Manufacture of rubber, plastic, base, and metal products				●		●
Transport and storage				●		●
Agriculture, forestry, and fishing	●					●
Mining and quarrying				●		●
Electricity, gas, steam, and air conditioning	●				●	●
Production of coke, refined petroleum, and chemical products						●
Production of pharmaceutical products, medical and botanical equipment	●		●	●		

Table 1 - The potentail of reducing CO2 emissions. Modified from: Ellen MacArthur Foundation, Completing the picture: How the Circular Economy Tackles Climate Change. https://ellenmacarthurfoundation.org/completing-the-picture

7. Collaboration is the key

An entirely new set of skills and ways of thinking are needed, along with resources, tech capacity, and infrastructure, to develop and implement a circular model; successful companies know that they cannot grow or acquire all these skills within their framework. The solution is cooperation with different partners along the entire value chain (suppliers, logistics, NGOs, media, etc.). There are cases when these collaborations go between various industries, and sometimes they connect entire sectors. Such as when the waste of one industry becomes the raw material of another.

It is desirable to achieve transparent interconnection among the company and its customers, employees, investors, the partners mentioned above. So, the company that creates value creates it for all the listed factors (stakeholders), not only for shareholders (shareholders). By teaming up with stakeholders and developing solid relationships, the value of the entire value chain is raised in which no link is weak and thus achieves market competition in a vast range. This perspective depicts the corporate environment as an ecosystem of related groups; it is necessary to take everything into account for the company to remain successful on path to circularity.

8. Shapeshifting

Everything we do in a circular economy sense - must be systemic. That means we need to consider broader effects of our (business) actions while simultaneously making them work for us. This component makes the circular economy less predictable and, at this moment, harder to understand and implement.

We need to start working on our system from within to be more resilient towards external conditions. In other words, we should not complain relentlessly about the legal system but find a systemic pathway to make the system work for us and move it to the positive side at the same time.

In this sense, we are focusing on narrower systemic impacts we can do in our companies:

- **Operation innovation** (making it more effective, but also more efficient in the water, energy, and other resource consumption)
- **Product innovation** (making it more suitable for the circular market and multiple lifecycles)
- **Business model innovation** (making the new and different expectations on the market, where digitalization and intelligent things are enabling these novelties)

However, we must be aware that the practitioner should focus on the above three points synergistically. (eg. Business model innovation without operation or product innovation will have a lower potential of success.). At CirEkon, **within our services**, are taking the prioritization in above dimensions, but observing options from all angles.

Operation innovation:

We must include new impact metrics in processes that will inform us how positively or negatively we affect our (business, social or natural) environment. This is where IT, Track n trace, predictive maintenance, distant monitoring systems, etc., are taking place and modernizing our economy.

We should observe procurement systems and procurement criteria, enhance these with circular criteria such as repairability of components, green fuel consumption, recyclability of materials, the origin of materials, applied standards, the lifecycle of parts, etc.

We should also consider the logistics and production processes, the source of energy, and energy consumption efficiency. We should start measuring Water, Climate, and Carbon footprints and search for ways to reduce, reuse or recycle our negative (often harmful or toxic) effluents from production processes, including waste. Finally, we should start procuring from providers that follow similar logic and standards.

These are only a few easy-to-grasp options and could be some first steps towards getting to know business circularity.

Product innovation:

In this subcategory of systems innovation, the practitioner should ensure that its product is ready for a circular market. It is prepared for circular procurement, production, circular business model, and circular consumption. It must be prepared to withstand or accept different operations that come after the use phase.

In short, we should prepare our products to:

- **Consume less energy (energy-efficient washing machines), water (precision agriculture), and other resources (Combined Heat and Power - CHP plants) during their lifecycle**
- **Shed or emit less-of-harmful (colourless products) or less-harmful (nature dyed shirts) substances during their life cycles**
- **Be easy to disassemble (PCs), decompose (biobased, biodegradable plastics), de-alloy (corrosion for roadside bumpers), deinstall (Fairphone phone camera), and deconstruct (CAT machines) to perform operations of repairing, refurbishing, remanufacturing, and perhaps recycling.**
- **Use more recyclable (wooden construction frames), simple / non-composite (MUDJeans), and recycled materials (rPET automobile interior)**
- **Be more nature friendly, in both direct emissions impacts or indirect functional impacts (following principles of Biomimicry and Nature-Based Solutions)**
- **Withstand longer life cycles (Phillips lights) in the environment of heavier usage-improve durability (shared economy items are perceived to be used with less care and more intensity)**
- **Be ready for an upgrade (Fairphone), perhaps employing a modular design of products.**

These are only some of the considerations of what shapes a product innovation may take. After this list, a reader should be more acquainted with why operations and products must be jointly innovated and not separately.

Business model innovation:

There are many ways one actor can modulate or innovate their business model to become more fit for the circular market.

To make our lives easier, researchers had managed to narrow the types of business modifications that will either:

- Slow the resource flows down
- Close the material and water and energy flows
- Narrow the flows, or make them more efficient
- Regenerate systems, in the sense of making them, not only less harmful but fruitful for systems growth
- Or inform systems. Mainly aiming for good use of big data.

Many simple guidebooks promote the sharing economy as “a way to go” for the circular economy. If we see this categorization, we will soon realize that the sharing economy is only one model, falling within the “slowing” category of the business model category. In contrast to this simplification, **one business model innovation should consider more than one perspective to become truly circular**. We also argue that one must consider the whole lifecycle of a product, thinking about the impacts and the potential for creating the next life cycle either for the entire product, its components, or materials.

Another aspect of circular business innovation is a so-called - servitization of a product. In trendy words, this means - “XY as a service” model. In recent years, in the IT industry, we have more of a computer as a service, Cloud as a service, Printing as a service, Software as a service, type of offers. With the rise of the circular economy, we now have other products offered as a service, such as washing machines, chemicals, lights, mobility, etc.

However, this subject is a decent one for a short guidebook itself. We will leave the business of business model innovation at this point, opening our doors for **further education** and discussions.

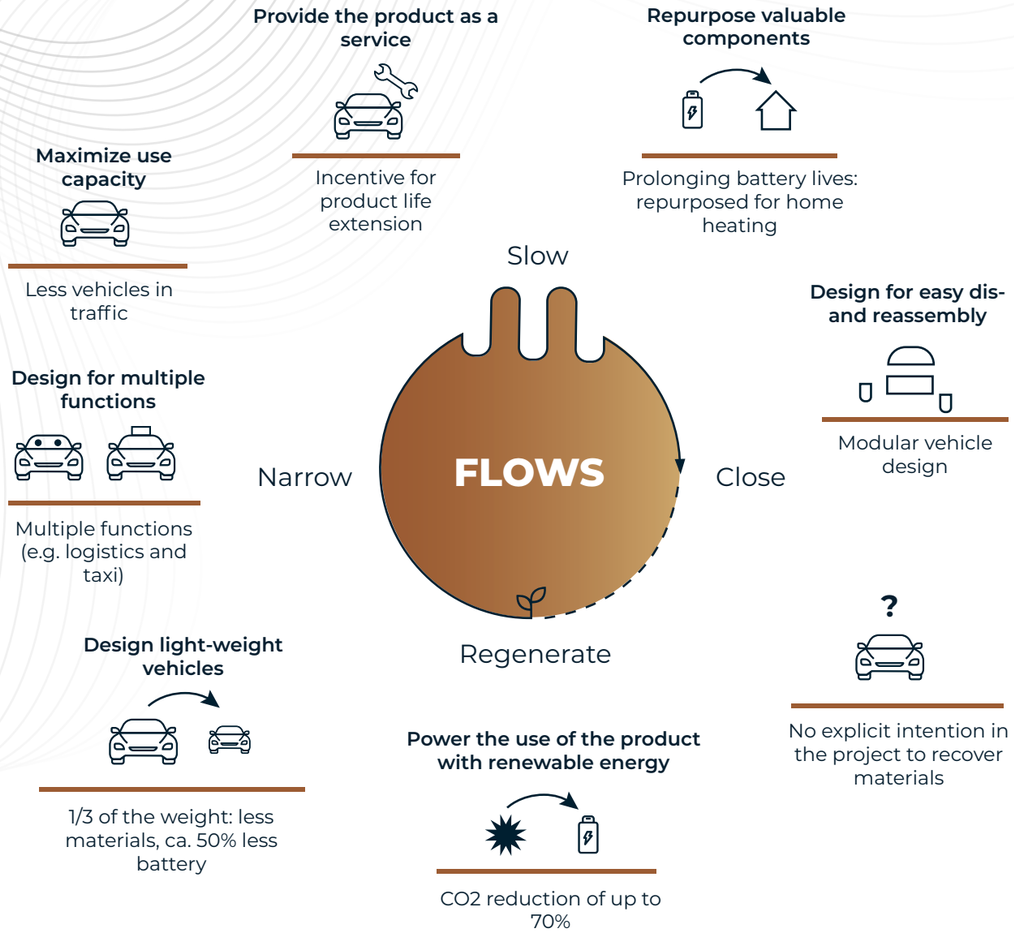


Figure 6 - Different options of circular business models -
Konietzko J., Bocken N. (2020). Circular Ecosystem Innovation: An Initial Set Of Principles. Journal of Cleaner Production 253:119942

9. Measure where you go. Pivot on time!

One thing is evident; the circular economy must enable competitiveness, sustainability, and profitability. On the other hand, to prove and validate its business direction, a company must have appropriate indicators to measure its progress. As a crucial activity, we would single out internal and external reporting to confirm and maintain accountability and transparency.

Here, we refer to **monitoring** project resources, activities and results, and further analysis of information that will support the implementation and realization of the project. Another significant activity is **evaluation**, which refers to the periodic (there may be different time perspectives) assessment and analysis of the current or completed initiative. The last item is **learning**, i.e the process through which the information obtained during monitoring and evaluation is reflected and deliberately used to improve one's ability to achieve results continuously. We need to use this model, since the learning part is the most valuable to progress in the aspect of circular economy.

By following the process described above, the practitioner will be able to answer following questions, essential for the organization, partners, and broader impact:

- Are you on your way to accomplish your mission?
- Do the target communities experience the expected changes as a result of your initiative?
- Are there more or connected challenges to address?
- What works well, what doesn't, and why, and what could be done differently?

The process consists of cycles that are supposed to iterate indefinitely, and they are seen to increase the positive impact and spread to different initiatives and challenges. The learning was mentioned in chapter 3, while we will evaluate more on the process on how that is being completed in **our proposed process**. The first phase of the cycle has an explorative character that connects the dots and reveals creativity and innovativeness. These cycles open our sight to what stands around us and what companies might do to improve their systems. It is crucial to set up the follow-up sensemaking parameters based on which we can compile lessons learned from the ending cycles from the ending of each of the cycles.

The second phase should be analytical by nature. In this phase we need to focus on what works, what does not. We need to ground our efforts and keep our eyes open for critical lessons learned and measure the impacts and assess potential effects we need/want to create. These stages also aim to meet with our activities and focus on priorities.

And the last phase is the probing segment. This phase is the agile project management stage, where performance matters. Yet, even with the highest energy, this stage needs to have eyes open and learn along the way, listen for feedback from the system, and land back with new lessons learned. Based on these stages, the decision of whether to modify up-scale or de-scale experiments and pilots will be brought.

Below are some examples of the indicators that matter for the circular models potential:

- **Take and Make**
  - increase the percentage of renewable energy in production
  - reduce rate or number of kilograms of waste from production that ends on landfill
  - Increase the number of operational cycles and /or number of users per service.
- **Return and Recycle**
  - increase number of kilograms of products/material collected
  - Increase the reclaimed value (value of returned products vs value of renewed products)
- **Use phase**
  - increase product lifespan (years)
  - reduce the energy needed to work

- **Reuse and repair (and refurbish and remanufacture)**
  - increase the percentage of products that can be upgraded to keep value over time
  - reduce value and time of repair (and other related) service(s)
- **Waste phase**
  - increase the value of waste captured as raw materials for downstream enterprises
  - reduce the percentage of products discarded in nature

Objectives, outcomes, and result indicators are vital terms/concepts that you must be familiar with when planning the monitoring process.

The Weavers Triangle is a simple tool that can help you plan, monitor, and evaluate your work. It can help you develop your organization's strategy and plans for its projects and determine if you successfully achieve what you set out to do. For small organizations, the Weaver Triangle is the best place to start.

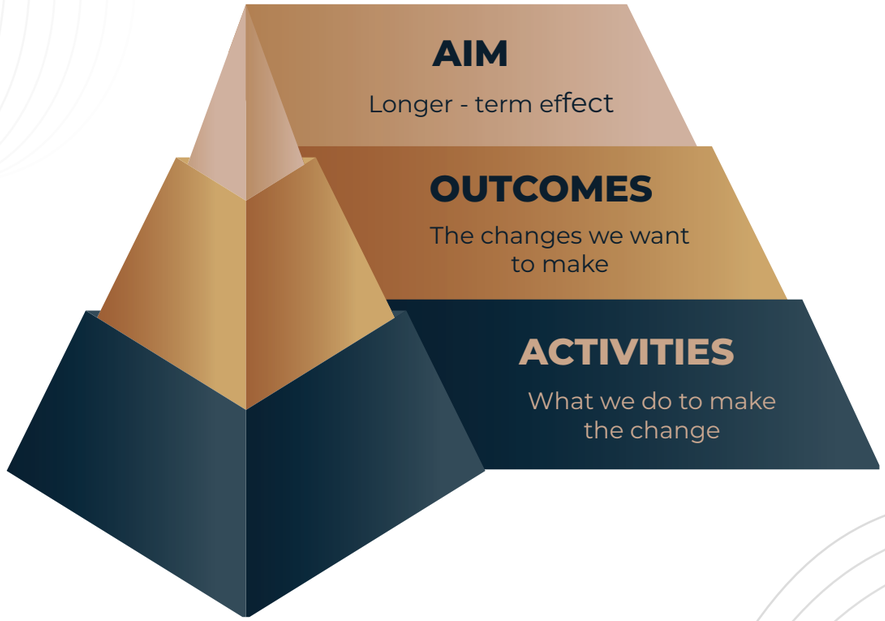


Figure 7 - Monitoring, evaluation and learning (MEL) guide, NIDOS, accessed: 01.10.2021., available on: https://www.intdevalliance.scot/application/files/5715/0211/8537/MEL_Support_Package_4th_June.pdf

It is important to note that it moves from the top to the bottom during the planning process, while during implementation, the process goes in reverse order.

If you still think of a standardized way to monitor or report on your doings, our advice is to follow the GRI reporting concept. Or Circulytics by the Ellen MacArthur Foundation. **Or visit our site for a rapid circularity scan. Ask us how to make the best combination**.

10. Start rolling and talk about it!

There is less and less time and resources; we need to act immediately, listen to market and user feedback, correct mistakes along the way and demonstrate an agile approach.

The crucial point is that we have to act through small steps and pilots. Then analyze the effects, but not be lost in only learning nor try to be only efficient in achieving the set goal.

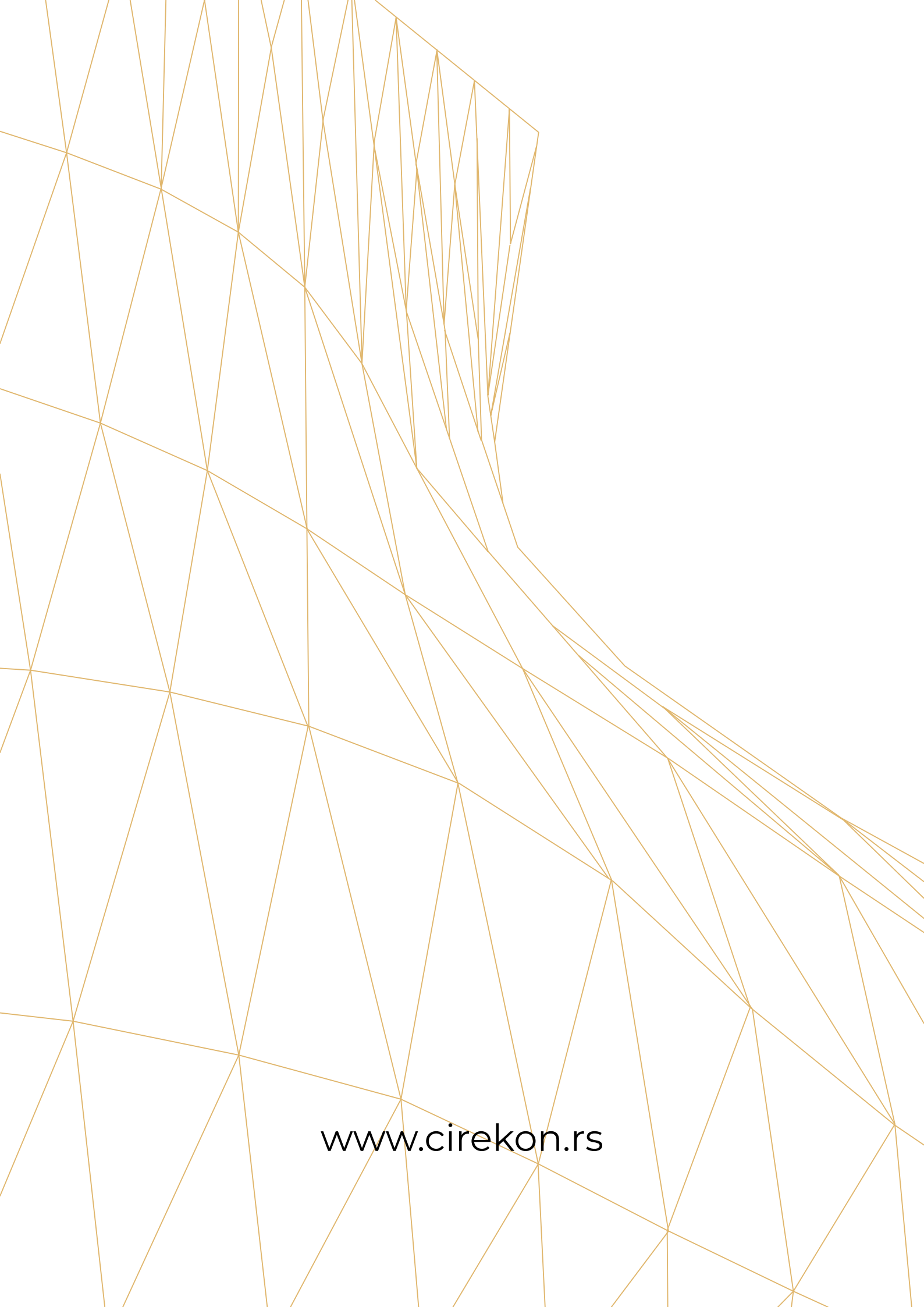
When a company learns from its process, taking lessons, pivoting the ideas, having the agile approach, and converting to the implementation part of the transition process (making actual changes), the company is entering the innovation form of an organization. This organization starts to constantly innovate, to learn, adopt and evolve.

This form represents the company that facilitates the learning of its members and continuously transforms itself, which enables them to remain competitive in the business environment. By rolling as a learning organization, it has to have a systemic perspective, sighting its collective mechanism, its members of the organization, and its relation to other companies. With these two levels, organization enhances their capacity to create results, which loops us to the beginning of this brochure and systems thinking perspective, making the practitioner constantly ardent of their current situation, position, and systemic circular impact it is producing.

The circular economy doesn't have an ending point; it is an innovation story of optimizing, ideating, working, creating, and constantly making the best out of business.

So...

Take the first step now, and let's come circular.



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