

Circular economy status and objectives

		S = Status today O = Objective within three years										Circular Economy Business Model Pattern							Operating model			Customer interface			Financial																												
		Tending towards LINEAR model										Tending towards CIRCULAR model										Please add any comments to explain the current or desired rating against each element.							Key Partners			Key Activities			Key Resource			Value Proposition			Customer Relationship			Channels			Customer Segment			Cost Structure		Revenue Streams	
		N/A																																																			
PRODUCT	1	We have not characterised the identity of our products in terms of generic materials (e.g., aluminum, polyethylene, steel etc.)										The product is 100% characterized by its generic materials (e.g., aluminum, polyethylene, steel etc.) and/or product categories and names (e.g., coatings, paints, detergents, seating furniture).																	x																								
	2	We have not assessed the chemical composition of materials (recycled materials included) used within our product.										We have fully assessed the chemical composition of all materials (recycled materials included) used within our product.																	x																								
	3	We do not seek to use recycled materials in our product										We maximise the use of recycled materials from pre- or post consumer waste in our product and source these from outside of the manufacturer's facility.																				x																					
	4	We do not seek to use third party co-product or waste streams as an input to our own production										We maximise the use of third party co-product or waste streams as an input to our own production																							x																		
	5	We do not seek to use remanufactured, refurbished, or repaired parts and components within our products										We maximise the use of remanufactured, refurbished, or repaired parts and components within our products																										x															
	6	We do not seek to use rapidly renewable materials in our product										We maximise use of rapidly renewable* materials in our product																																									
	7	We do not seek to use compostable/biodegradable materials in our product										We maximise use of materials in our product that are commonly known to biodegrade or are able to undergo biological decomposition																																									
	8	We do not consider the 'recyclability' of materials used in our products										We only use materials in our products that are proven to be technically and economically recyclable (e.g. non-toxic, separatable into material streams, etc.)																																									
	9	Planned obsolescence is built into product design										Product is designed for durability																																									
	10	Product technical lifetime is below industry average										Product technical lifetime is above industry average																																									
	11	Product functional lifetime is below industry average										Product functional lifetime is above industry average																																									
	12	Product warranty period is below industry average										Product warranty period is above industry average																																									
	13	Product is not designed for disassembly to enable component/material recovery or reuse; nor is it biodegradable										Product is designed to be economically disassembled enabling component/material recovery or reuse; OR is biodegradable with no further intervention needed to reclaim the nutrients																																									
	14	Product is not designed with the intention to return to a 'technical' or 'biological' cycle, nor is there a defined plan for product recovery and reutilization.										Product designed to return to a 'technical' or 'biological' cycle, and a plan for product recovery and reutilization is defined.																																									
	15	Product is not designed to be repairable										Product designed to be economically repairable (by user or third party)																																									
	16	Product not designed to be upgradable										Product designed to be upgradeable, adapting to changing customer needs (e.g. by being modular, via software upgrades, etc.)																																									
BUSINESS MODEL	17	Re-manufacturing is not taken into account in product design										Product is designed to be economically re-manufactured																																									
	18	Revenue driven mainly by asset sale										Revenue driven mainly by monetising usage and/or performance of asset																																									
	19	Value exchange mainly focused on driving a product sale transaction (e.g. competitive price)										Value exchange focuses on customer lifetime benefit (including reducing/controlling cost of ownership; asset performance)																																									
	20	Value proposition focuses on the product										Value proposition is positioned as a service (including product/service bundle)																																									
	21	Value proposition does not include maintenance or other value-added services										Value proposition includes bundled maintenance or other value-added services																																									
	22	We do not seek to reuse and put back into our production the co-products or waste streams from our operations.										We maximise the reuse of co-products or waste streams from our operations, putting them back into our production.																																									
SYSTEM	23	Repair services and availability of spare parts are not actively established										Repair service network and spare parts are actively established in the market																																									
	24	Re-manufacturing services not actively established in market										Re-manufacturing services actively established in market (own, or third party)																																									
	25	We do not seek to reuse co-products or waste streams from our operations as an input to third party production (e.g. through direct or indirect supply relationships)										We maximise the reuse of co-products or waste streams from our operations by supplying them to third parties as an input into their production (e.g. through direct or indirect supply relationships)																																									
	26	We do not have in place a take-back or recovery scheme for our products at end-of-life (own or via a third party)										We have in place a take-back or recovery scheme that fully covers all our products at end-of-life (own or via a third party, e.g. EPR arrangement)																																									
	27	We do not have in place a take-back or recovery scheme for components our products at end-of-life (own or via a third party)										We have in place a take-back or recovery scheme that fully covers all components from our products at end-of-life (own or via a third party)																																									
	28	We do not have in place a recycling arrangement for materials within our products at end-of-life (own or via a third party)										A recycling infrastructure is widely available for this type of product, and the material is already commonly recycled in practice with no special disassembly required																																									
	29	We do not provide incentives to return our product at end-of-life										We provides incentives to return our product at end-of-life (e.g. deposit, exchange, cash)																																									
	30	We have no visibility on the actual effectiveness of our product take-back at end-of-life										We have full visibility on the actual effectiveness of our product take-back at end-of-life																																									
	31	We have no visibility on the destination of our products taken back at end-of-life										We have full visibility on the destination of our products taken back at end-of-life																																									
	32	We have no visibility on the actual effectiveness of material recycling from our products recovered at end-of-life										We have full visibility on the actual effectiveness of material recycling from our products recovered at end-of-life																																									
	33	We have no visibility on the destination of materials recycled from our products at end-of-life										We have full visibility on the destination of materials recycled from our products at end-of-life																																									

Notes

6 'Rapidly renewable' is defined as being harvested in cycles of 10 years or fewer, or from controlled growth forestry plantation such as FSC and PEFC

	Priority business model element
	Other relevant business model element