

“FROM SAYING TO DOING AND COMMUNICATING IN CIRCULAR ECONOMY”

COLLECTIVE ACTION

In partnership with



Sant'Anna
Scuola Universitaria Superiore Pisa

THIRD STAGE

The third stage of Collective Action “From saying to doing and communicating in circular economy” was held on October 3 in Milan, as part of the *Salone della CSR*, hosted by the University Luigi Bocconi. The meeting was attended by 22 representatives of 18 profit and non-profit organizations.

BUSINESS GAME ON CIRCULAR ECONOMY

This stage explored the theme of “online circularity” through a *Business Game* activity organized in collaboration with the CircuLab Network. The Business Game is structured as a set of training tools that aim to put the subject in a hypothetical business reality, where it is necessary to make decisions regarding the management of variables in a simulated context. Specifically, the game focused on the design phase of production, which was indicated – also by the companies that filled in the questionnaire measuring material and immaterial circularity between the first and second stages – as one of the key aspects on which to operate to implement and maximize circularity strategies.

The game was based on a real case: the start-up Nestor, founded in 2015 in Paris, which offers a service of ready meals to semi-autonomous elderly people every two weeks. After some time the start-up started to encounter problems mainly related to the lack of freshness and average quality of the products supplied, and to the use of plastic packaging, which produced huge amounts of waste.

The game was divided into 4 phases, characterized by the working tools proposed to the participants:

1. Participants were first asked to map and “unpack” the case of Nestor into the different components of the canvas business model by: considering the role of the organization; identifying human resources, skills and abilities to create the business model; distinguishing the resources needed for all phases of the product's life; presenting the *value proposition* to customers or the contexts associated with them, considering the best method of distribution and/or anticipating the end of life of the product as an opportunity.



2. A different scenario was proposed to each table, namely an external element that, once introduced into the company's reality, requires a rethinking of the overall strategy. In order to stimulate the development of innovative ideas and solutions among the participants, CircuLab developed playing cards: the "What If" cards. Each participant was then asked to draw a card from a deck and, based on the contents of the card, to think for two minutes about an idea, a solution to the given problem, to be shared among the participants.

3. At the end of the game and of the brain storming, each group compiled a memo in which the solution shared by the group was consolidated and then presented, at the very last moment of the game – the "pitch" – with the other groups in plenary.



RESULTS OVERVIEW AND NEXT STEPS

At the end of the plenary group work, Prof. Marco Frey summarized the path taken during the previous stages and outlined some reflections on the future perspectives of the collective action, to be discussed during the Third SDG Forum (Matera) of the GCNI.

The starting point of the discussion included the best practices of companies and organizations shared by the participants of the Collective Action, from which "lessons learnt" for the adoption of circular practices were drawn. These included: multi-stakeholder partnerships; the active engagement of suppliers throughout the supply chain; the need for specific commitment by top management; the identification of innovation and technology as essential factors for the implementation of circularity initiatives together with research and training.

The transversal reading of these practices and the analysis of the results of the questionnaire measuring material and immaterial circularity – shared between the first and second stage of the Collective Action – have allowed the team GCNI - Sant'Anna to present proposals for action for the continuation of activities in the upcoming year, which were discussed in detail in Matera at the working group on Circular Economy, on October 12.

