London process document on WHY,WHAT and HOW
Based on discussion with the team.

1 Issues in the C2C training

Set of tools including a handbook which includes chapters which includes video's which includes …

Blended learning approach: mix of face to face learning and a variety of media and approaches.

- How far we go?
- Instruction for teachers to be trained
- Advanced organizers
- Personal involvement;decise moments
- Personal reflection
- Video welcome Michael/Ellen MacArthur Foundation
- The role of the game
- Process booklet
- Further reading: C2C library
- Heading of tools
- CBAM model: involvement
- Ideas for projects
- Template for projects
- Cultural changes worldwide…….reinvented progress
- Postmodern way of thinking.
- Small Project to be defined by the people itself.
- Link with the Desso strategy –CBAM
(more in general tools should be in line)

WHY

- System thinking: why is it important why you cannot ignore C2C?
- What really is wrong with the existing arrangements?
- Investors starts to look at things different
- Local and global interest: more and more people think in this way
- Changing frameworks and why they are important.
- The roots do less harm
- System entrainment: how one thing draws in another. System contingency
- Dominance of current thinking.
- C2C does not work when you do not see the bigger picture
- Why Rise of efficiency rather than effectiveness
- Vicious circles to virtuous ones.Not degrading capital but rebuilding capital.

- Material toxicity:awareness and knowledge

WHAT

- Three basic principles of C2C
- What is different?
- What is C2C and what it is not?
- 5 areas of interest:material health, material repositon,energy,waterstuward,social aspects, biodiversity and eco systems.
- benefits for the company,school,individual
- Lessons from nature
  Roles: who are the persons that matter
- Opportunities in industrial ecology
- Positioning C2C ….LCA, ISO,CSR
- (in a way it is incorporated when you make products in a C2C way)beyond sustainability
- CSR tries to minimise the damage(difference with C2C)
- Positioning C2C to bio based economy
- By design not by cleaning up.
- Design is key not about decoration
- It is a philosophy: ideas matter
- Address/encounter criticism
- Positive way of looking at C2C
- misapprehensions
- Brief introduction to transport
- C2C does not have the answers to all questions
- Circular economy part of the big picture
- Material flow management
- Products within a system that Works
- Taking down the recycling myth
- Certification(option)

HOW

- Proper use of the concept(comes from review)
- Example: optimising an electric chair
  Always about functionality
- good examples
- implementation tools and how to use them
- roadmap/backcasting,setting the vision
- obstacles and challenges
- marketing and communication:outside works communication .Communication and marketing should be different and far more transparant.

- (EU guidelines about transparant communication on sustainability) source!!!!!
- Businessmodels
- Positive shocks
- Cases of different companies
- Management of expectations
- Change management.
- Certification (option just mentioning)

HOW sources

- Change management is usable.
- You have to define a vison
- Noses pointed in one direction
- Make clear for management what you need to achieve:clarify in what direction.
- Setting the vision(powerpoint Desso)
- participants should have a project in mind: a topic a product/a service.
- A Vision should not be too easy to reach. Desso: translating the theory into manageble /parts/chunks
  - Improve the quality of life
  - Use recycle ….
  - Principles

Translate it into your own language
Backcasting to present situation
Connecting with general vision of the company /educational system. Environmental context.
Implementing C2C is comparable with projectmanagement way of working.
Working with KPI's ………structure on continous improvement.
Use perhaps milestones in stead of KPI's
Wordings you use/target setting important.
Biggist problem(with the sales department)
You need tools from the old system to introduce the new system.
Change agents in a system working in an old existing structure.

Examples of the how on system level

- CEO interview(suggestion)
- 15 interviews from the McKinzi report.
- Ahrend/Mosa/Van Houtum(interview)

How did you make a choice for C2C implementing in your company?

Difference in how to make your company more C2C
And make products more C2C

The passive-positive list:general overview of your ingredients. -
(supply chain thinking) based on standards

- Important role of the CEO: leadership
- Mindset changes are extremely difficult
- Cost saving is not the top but gaining on market share on long term.
- Challenge is how do I get everybody in the company involved:first reaction You do not expect me to do more work.
- But it was not more work but different work
- Then more and more involvement.Has a lot of things to do with communication: how do you put yourselves into the market.
- Differences in communities by companies: more or less intensive.
- Implementing C2C in products obstacle: too little number of certifications.Obstacle for growth.
- Difficult in supply chain production processes: Review who does what:takes time and costs. NDA(non disclosure agreement)is a challenge. Customers ask for it but not allowed to show it to them.
  Obstacle after start: give me the recepies.

- communication: idea is that a business wants to be more involved in/ you want to be part of….
- This is a modern buisiness approach in this century.Survival and deliver qualitive products
- Part of fundamental change:way out without crashes.Getting ready for future business.
- New businessmodel:nothing is impossible if it is inavetable (left brain thinking)
- (input from Sonja)
- Communication should not only invite people to join see it as a positive movement:no negative things.
- Chapter: tips about communicate external

    Shift to more services….
Positive shock: from changed form product selling to concept selling
IT revolution track materials in a cycle.

Example: Follow the Rolls Royce motors in airplanes.

Reinforcing Cradle to Cradle thinking

Management of expectations: everybody is an expert in her work.
Do not expect the consultant do the work.

Return on investment in another way.
Prof. Stubbe project proposal.Try to avoid a product.
(examples delivered by Sonja)