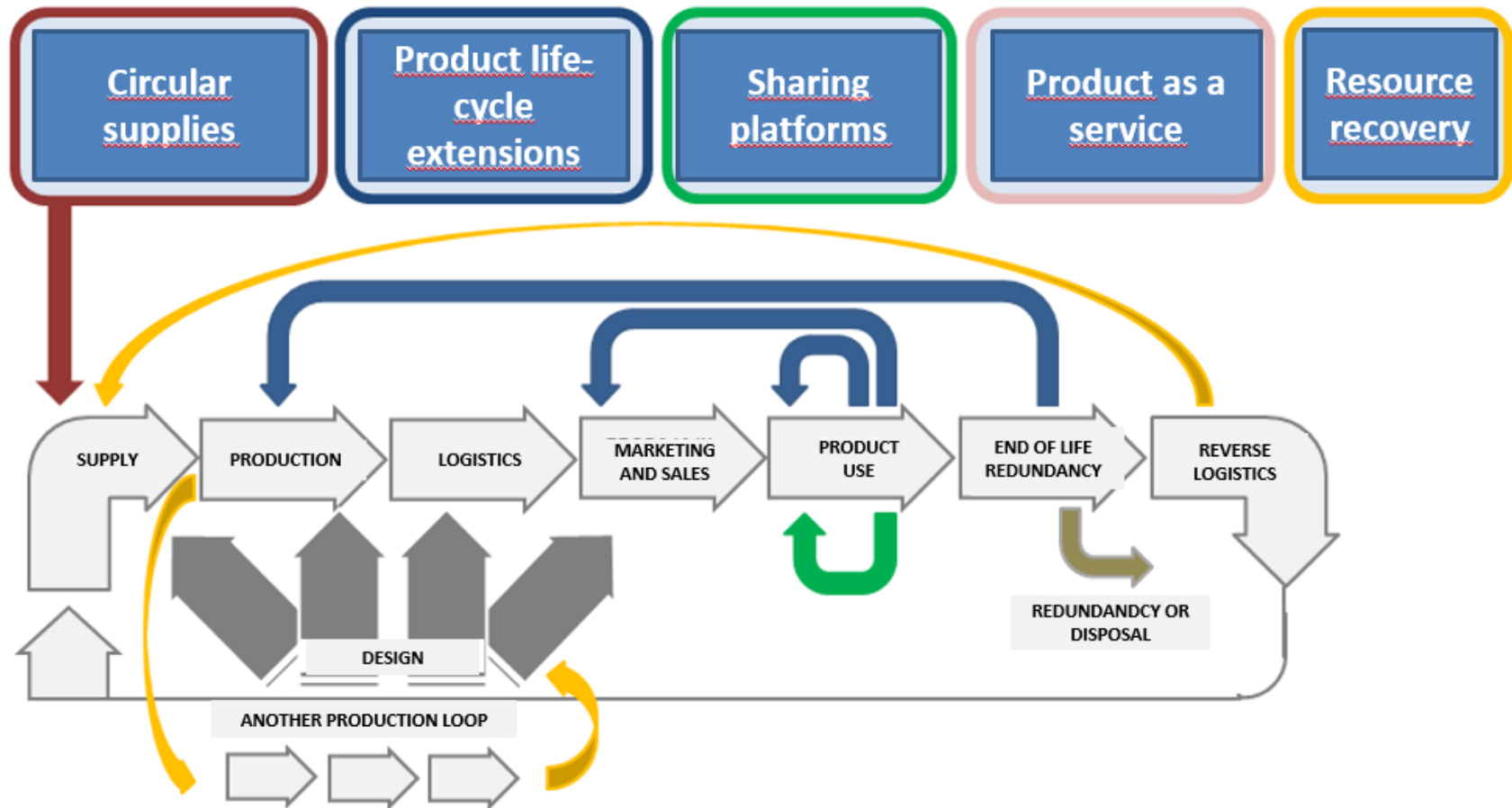




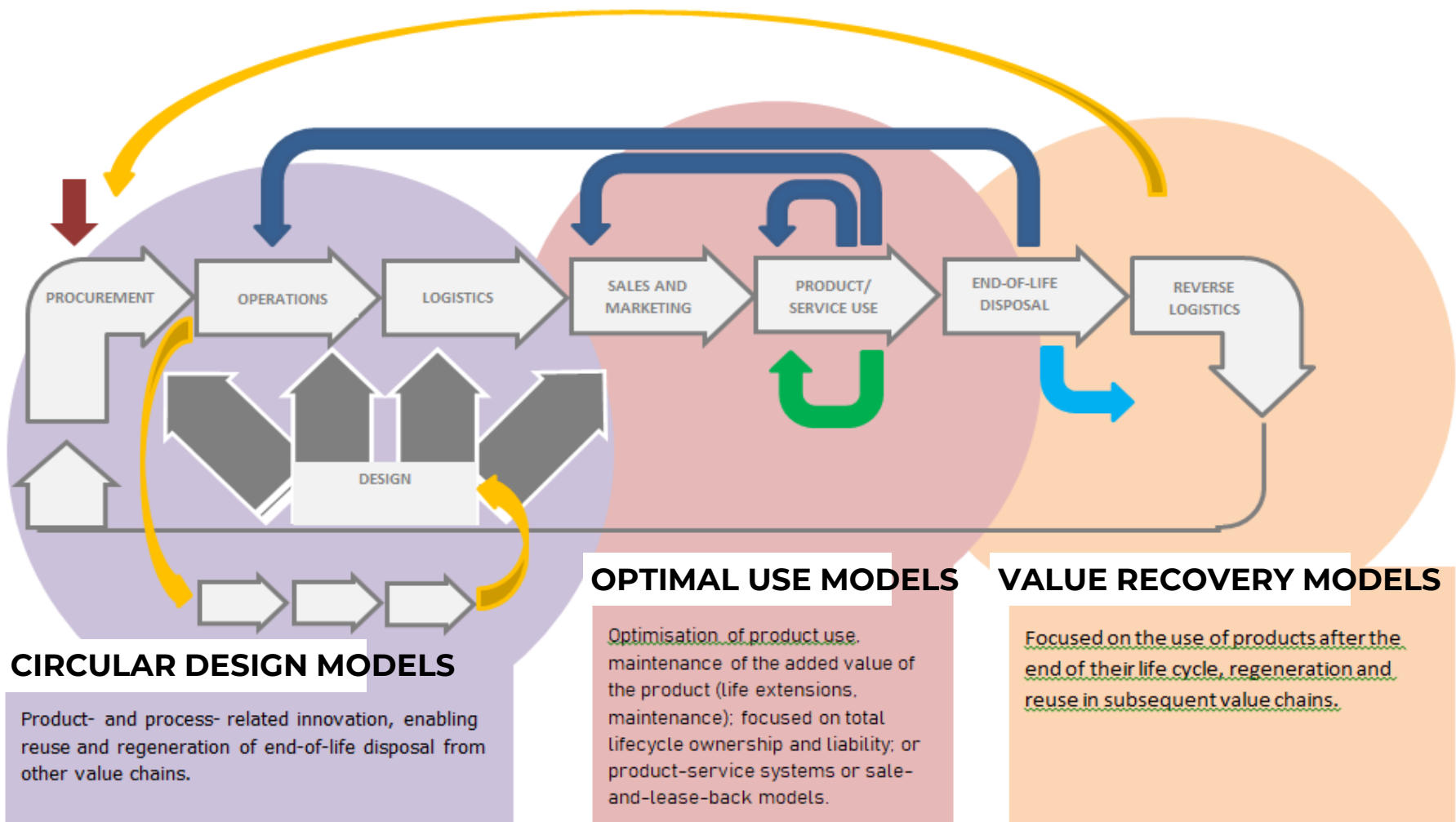
# MODULE 1

Understanding the process of business model transformation CAS 0 and DMA 0

# Five generic circular business models in the value chain



# Five generic business models and three financing profiles in a value chain





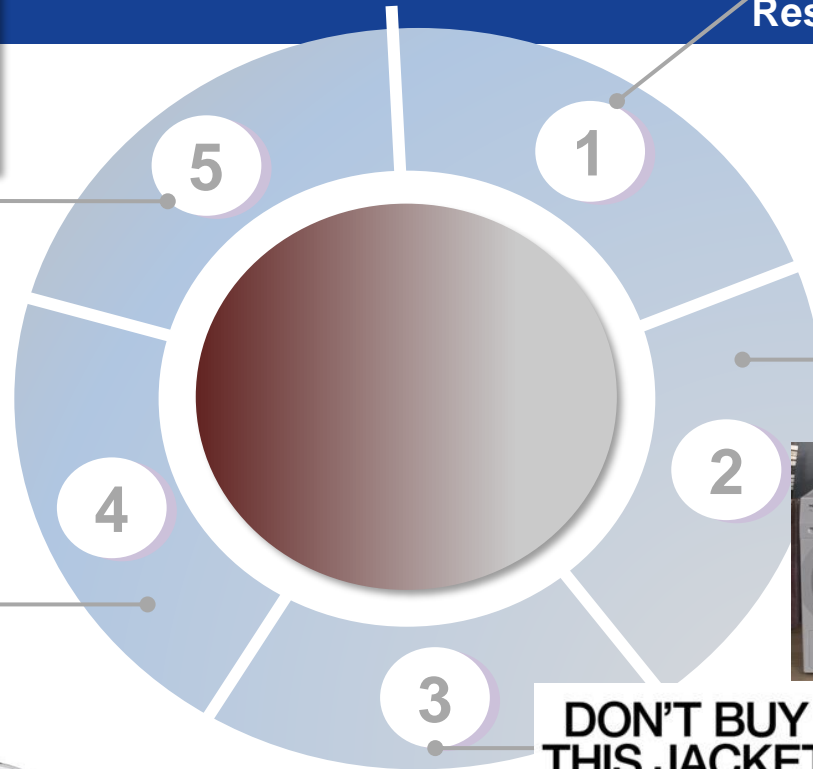
# Examples of five generic circular business models



Sustainable design



Sharing platforms



Resource Recovery & recycling



Product as service



DON'T BUY THIS JACKET



patagonia

Product life extension

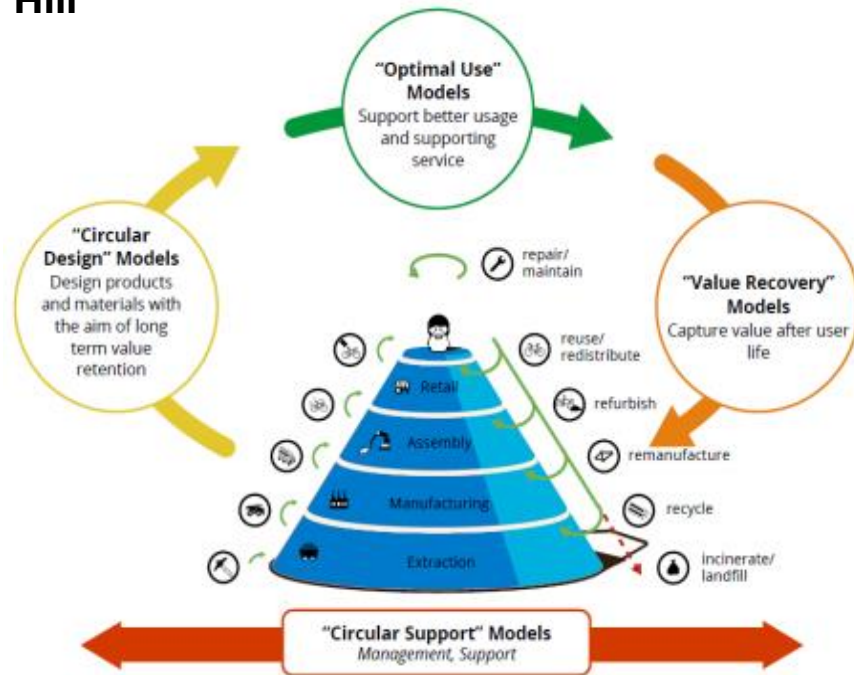


# Some more examples

Business Model	Description	Examples
<p>Circular Supply-chain</p> 	<ul style="list-style-type: none"> <li>Provide renewable energy, bio based- or fully recyclable input material to replace single-lifecycle inputs</li> </ul>	
<p>Recovery &amp; Recycling</p> 	<ul style="list-style-type: none"> <li>Recover useful resources / energy out of disposed products or by-products</li> </ul>	
<p>Product Life-Extension</p> 	<ul style="list-style-type: none"> <li>Extend working lifecycle of products and components by repairing, upgrading and reselling</li> </ul>	
<p>Sharing Platform</p> 	<ul style="list-style-type: none"> <li>Enable increased utilisation rate of products by making possible shared use / access / ownership</li> </ul>	
<p>Product as a Service</p> 	<ul style="list-style-type: none"> <li>Offer product access and retain ownership to internalise benefits of circular resource productivity</li> </ul>	

# Circular business model transformation, digitalisation and Industry 4.0 technologies

## Typology of business models in a „Value Hill“



Source: Achterberg Elisa, Jeroen Hinfelaar, Nancy Bocken: The Value Hill Business Model Tool: identifying gaps and opportunities in a circular network, 2016

„4.0 technologies“ are either enablers or disruptors of the implementation of circular business models thanks to the process connectivity, traceability and innovations in design.

At the same time, new technologies underlay the development of the fourth type, „Circular Support“ models, related to management and process support.

# Managing linear and circular risks along the value chain

**Conventional risk assessment models underestimate or neglect linear risks while they over-emphasise circular risks.**

Each business model type is distinguished by a specific risk profile and specific financing requirements.

**Exhibit 1: Circular risks and linear risks**

Circular risk	Linear risk
Shift of mind-set needed to see (used) products as valuable sets of modules and/or materials instead of waste.	Dependency on virgin resources (risk of supply chain disruption).
Required initial investment can cause deterioration in short-term margins.	Exposure to resource price volatility.
Balance of short-term margin versus long-term stability.	Increasing environmental legislation.
Market demand for the offered products: customers and companies are currently used to owning products.	Growing population and increasing financial wealth.
Dependency on supply chain collaboration.	Effects of climate change.
Unknown residual value of many products, due to small market of circular output companies (i.e. companies that upcycle, re-use, remanufacture or refurbish).	Demand for environmentally sound products.
Supply chain lock-in risk.	Businesses/products that become obsolete by holding onto old linear business practices (stranded assets).

*Source: Money makes the world go round (and will it help to make the economy circular as well?); Working Group FINANCE, March 2016, The Netherlands, available through Ellen MacArthur Foundation: <https://www.ellenmacarthurfoundation.org/assets/downloads/ce100/FinanCE.pdf>, page 74.*

# When is a firm considered circular?

Unlike the economy as a whole, for a firm to be considered circular, that is, **to practice a circular business model**, it does not need to maximise its capability to recover and regenerate resources deployed within its own value-creating processes.

**It should be rather evaluated against its potential capabilities to integrate into a circular economy and the actual level of such performance.**

Note the difference:  
measuring  
against  
assessing  
circularity



# Measuring or assessing circularity?

**Note the difference: measuring against assessing circularity**

MEASURING	ASSESSING
'Determining how big, how long or how wide something is.'	'Having an opinion about something.'
Quantitative	Qualitative
Clear yardstick	Judgement-based, no clear yardstick
Objective	Partly subjective

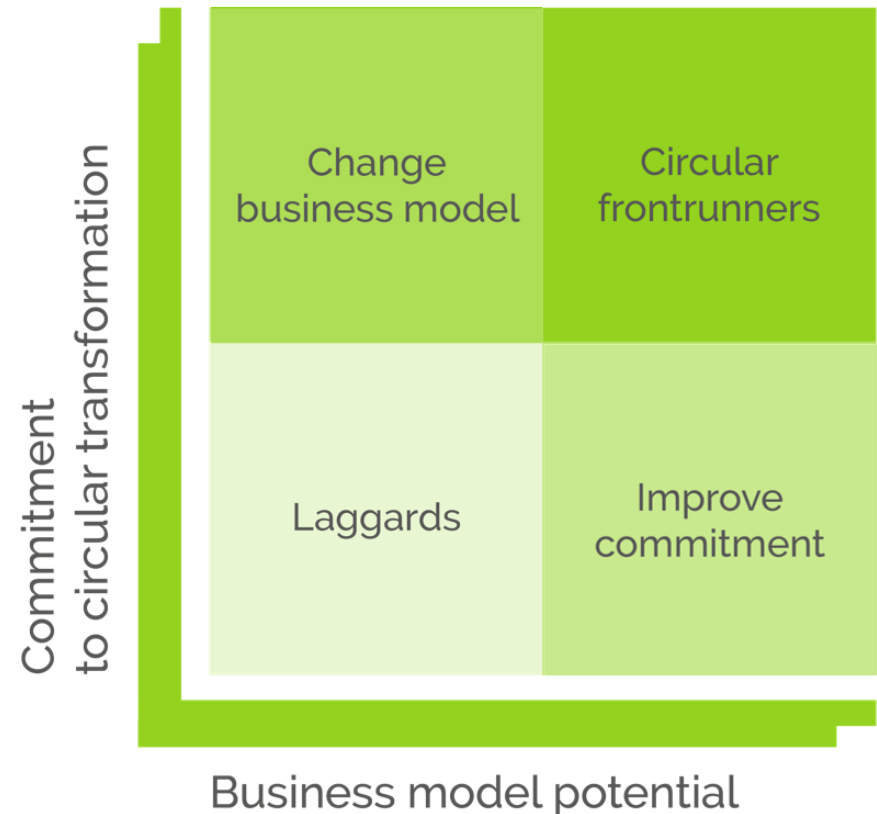
Source: Van Oppen Cécile, Croon G., Bijl de Vroe D. (2018). Circular Procurement in 8 Steps. First edition, Copper, 2018.

# Circularity assessment in the CAS model

**The circularity of a firm** assessed through its application of a circular business model is manifested by its **potential** to sustainably contribute to the circular economy and **capabilities** of a firm to seize it.

**So, the circularity as a firm's strategic orientation, exercised through its organisation according to circular business models, is manifested by a set of criteria demonstrating to what extent a firm uses its capabilities to contribute to the circular economy.**

## The CAS Matrix



# Circular business model potential and firm's commitment to the circular transformation

While business model potential can be consistently **evaluated across the firm's value chain (circular potential)**, the actual level of competencies and practices depends on the **managerial abilities and overall organisational practices to seize the business model potential (commitment)**.

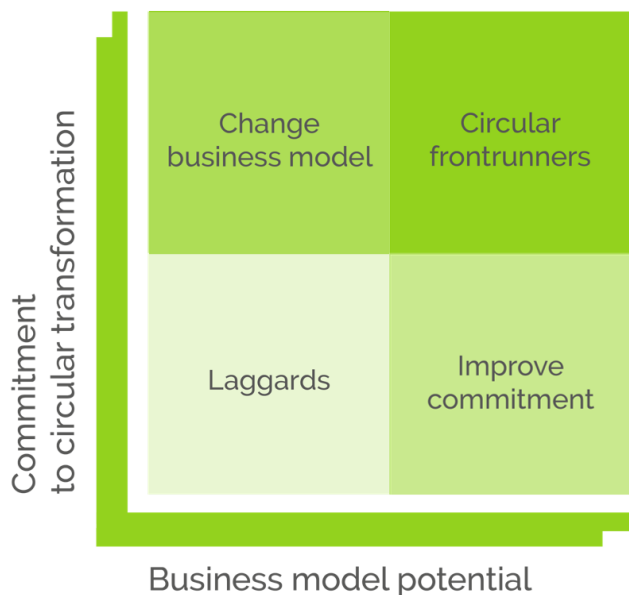
Here is why the Circularity assessment model figures as a useful assessment construct (or a tool) of the firm's circularity, considered its composite characteristic, represented by a score, which is a result of this measurement, **focused on the evaluation of a firm's business model**.

An extended CAS questionnaire attuned to the CIRCULAR 4.0 project is available among the readings to this Step. The tool is freely available here:

<https://www.circularbusiness.academy/#score>

# How the Circularity Assessment Score is composed

In order to evaluate the relationship between the circular transformation of a business model and the value creation in a firm, we have to understand the nature of the circular transformation and its impact on the economic value creation.



**Engaged companies will receive an initial CBA Circularity Assessment Score\* and a possibility to continue monitoring their progress.**

Circularity Assessment Score (CAS) is based on an in-company business review and a questionnaire survey. The survey enables to define the typology of the business transformation (profile gap), the type of the circular business model being pursued and the challenges ahead of the company.

[Click here to proceed to your Quick Circularity Assessment Score \(QuCAS\).](#)

We can assess the increase of the economic value with the improvement of the firms' profitability (multiple measures), competitiveness, level of internationalisation and the total factor productivity. However, to evaluate the degree of circularity, we apply the Circularity assessment model. Unlike the economy as a whole, for a firm to be considered circular, that is, to practice a circular business model, it does not need to maximise its capability to recover and regenerate resources deployed within its own value-creating processes. Circularity as a firm's strategic orientation, exercised through the functioning of an organisation according to circular business models, is manifested by a set of capabilities to contribute to the circular economy.



# Linking CAS and DMA (Circular potential): Traceability of supplies and inputs

2. Does your organisation trace the origin of material inputs (primary and secondary sources) by digital means:

a) before the acquisition

- 0 - No
- 1 - In a minor part of supplies (less than 20%)
- 2 - In significant or predominant quantities (20% or more)

b) through its own internal processes (production, inbound logistics, etc.)

- 0 - No
- 1 - In a minor part of supplies (less than 20%)
- 2 - In significant or predominant quantities (20% or more)

c) after the outputs are sold to buyers and/or enter the consumption phase

- 0 - No
- 1 - In a minor part of supplies (less than 20%)
- 2 - In significant or predominant quantities (20% or more)

# Linking CAS and DMA (Commitment): Traceability of supplies and inputs

8. Does the applied technology (-ies) that supports the core business model allow the production process to be adapted to circular principles (modularity, reproducibility and degradability, reducing product size or material use)?

- 0 - No
- 1 - To a minor degree (tied to less than 20% of revenues)
- 2 - To a significant degree (tied to 20% of revenues or more)
- 3 - Yes, predominantly or completely (tied to over 80% of revenues)

9. Please, assess the level of digitalisation maturity of your organisation

- 0 – Very low (basic or no connectivity)
- 1 – Low (basic connectivity supporting information flow among organisational units, partially autonomous maintenance of digital (IT) systems)
- 2 – Middle (standard connectivity, mainly autonomous maintenance of digital (IT) systems)
- 3 – High (autonomously supported processes mainly autonomous maintenance of digital (IT) systems and active involvement in digital development)
- 4 – Very high (own digital development of supported processes, mainly autonomous maintenance of digital (IT) systems)

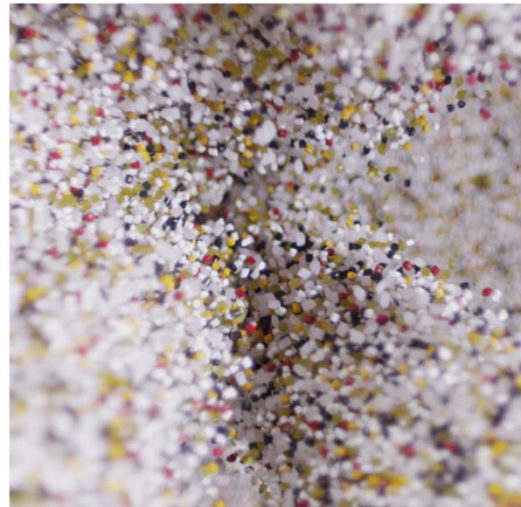
# Workshop: filling in the CAS

## Case Study: Aquafil Group

### Please, observe the following phenomena:

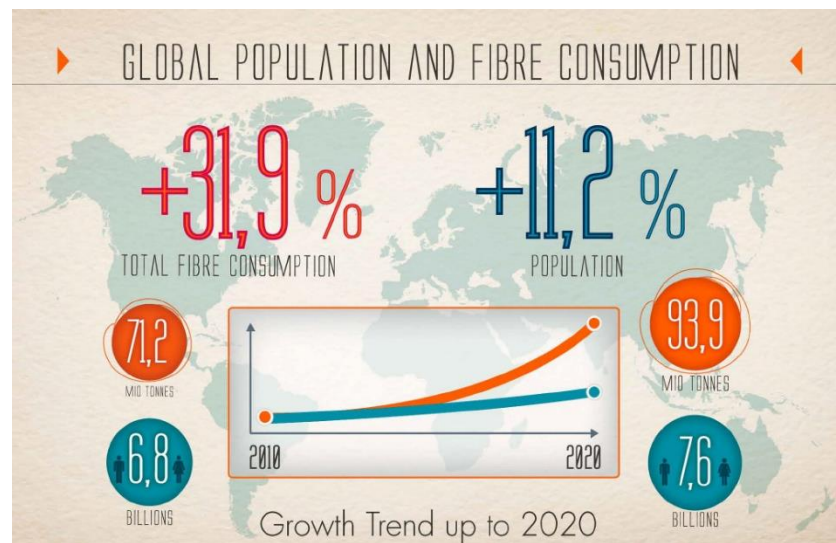
- Circularity of a firm in relation to the advancement of the circular transformation and the overall path to sustainability
- Both dimensions of circularity assessment:
  - Boosting the circularity potential of a business model
  - Seizing the circularity potential: organisational commitment to the circular transformation

# Aquafil's road to sustainability



## Aquafil Worldwide

<p><b>USA</b> Cartersville (Georgia) Aquafil USA</p> <p><b>CHINA</b> Jiaxing Aquafil Jiaxing</p> <p><b>THAILAND</b> Rayong Aquafil Asia Pacific</p>	<p><b>ITALY</b> Arco (TN) Aquafil (Headquarter)</p> <p>Cares (TN) Tessilquattro</p> <p>Rovereto (TN) Aquaspace and Waste Water Treatment</p> <p>Varallo Pombia (NO) Borgolon</p> <p><b>GERMANY</b> Leuna Aqualeuna</p> <p><b>UK</b> Kilbirnie Aquafil UK</p>	<p><b>SLOVENIA</b> Ljubljana AquafilSLO</p> <p>Senozece Julon Senozeče</p> <p>Store Julon Štore</p> <p>Ajdovščina Julon Ajdovščina</p> <p><b>CROATIA</b> Oroslavje Aquafil CRO</p>
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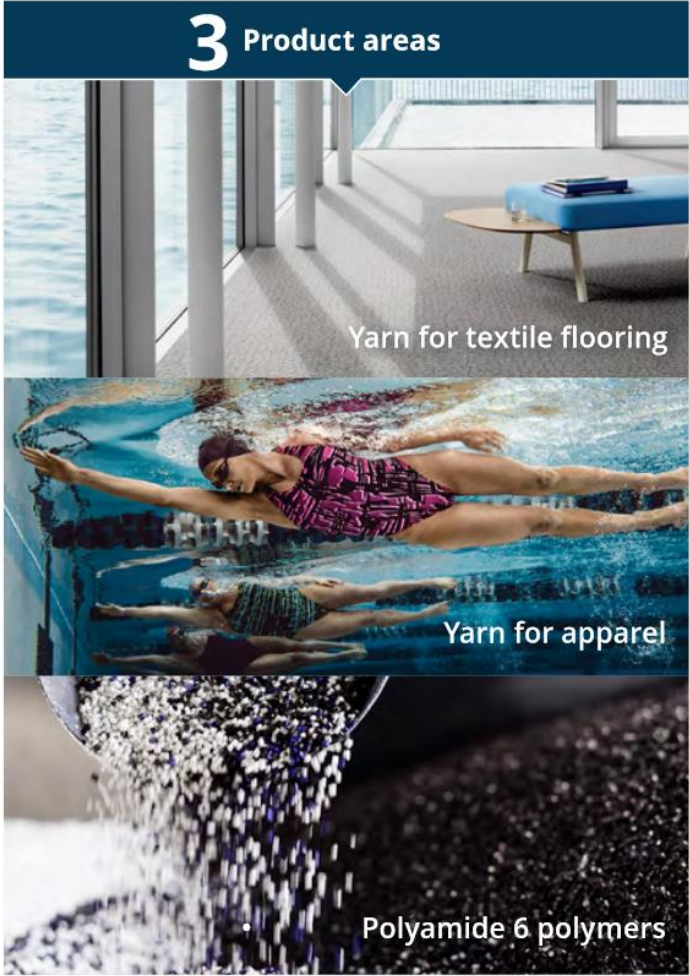




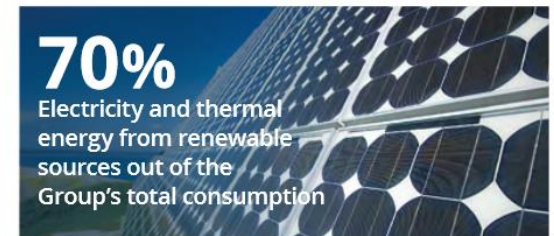
# Aquafil Sustainability Report 2019

## 2019 An overview

For more than 50 years Aquafil has been a **key player in the production of synthetic fibers, in particular polyamide 6**. The continuous search for excellence and innovation, combined with the commitment to sustainability, make it a point of reference for the entire sector.



# Aquafil Sustainability Report 2019



# Aquafil's path to sustainability

## The path of sustainability

For 30 years Aquafil has embarked on a path that places circular economy at the heart of its values and business strategy.

Saving resources, giving new life to materials otherwise unrecoverable, operating in the most efficient way to create value along the supply chain and the territory; these are the ambitious objectives that, step by step, have led the Group to become a point of reference for sustainability at an international level.

*Much has been done, much still needs to be done.*



1990

1990

Recovery of the "lactamic waters" produced during the polymerization process



2000

1998

Recovery of waste to make technopolymers



2010

2011

Birth of the ECONYL® Regeneration System, a production model that allows Aquafil to obtain raw materials regenerated from nylon waste recycling

**ECONYL®**



2008

Birth of the "Energy & Recycling" operating unit which develops and promotes projects, technologies and skills to improve the environmental performance of products and processes

2013

Foundation of "The Healthy Seas - A Journey from Waste to Wear", initiative aimed at reducing solid waste (fishing nets) abandoned at sea by recovering and recycling them

**HEALTHY SEAS®**  
A JOURNEY FROM WASTE TO WEAR



The first EPD of the ECONYL® polymer is published



2015

Industrial symbiosis: AquafilSLO gives excess thermal energy to the Atlantis water park in Ljubljana, thus reducing the impact and energy waste of the two activities

2015

Launch of the ECONYL® Qualified initiative for the development of an environmental qualification protocol for suppliers. The Group works with its suppliers to make the ECONYL® supply chain even more sustainable



2017

Aquafil is listed on the stock exchange

Creation of the "I think circular" competition, dedicated to start-ups and research centers, to reward innovative ideas in the context of circular economy



2018

Launch of the European research project EFFECTIVE, which aims to develop nylon, starting from renewable raw materials

**EFFECTIVE**



2019

Aquafil SpA obtains the SA 8000 certification, which guarantees respect for the rights of the Group's workers and those who operate in the supply chain



Inauguration of the USA Aquafil Carpet Recycling (ACR # 1) plant, dedicated to the recovery of old carpets and rugs. The recovered materials have different destinations: the nylon part is regenerated into ECONYL® while the others are used in various industrial sectors

Outlook

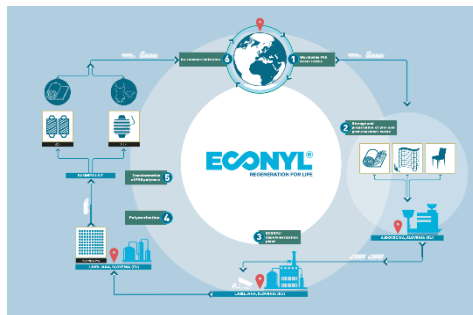


# Econyl: The circular innovation

Econyl: Circular innovation allowing for the regeneration of used nylon.

What type of a circular business model is this?

## Value recovery business model



## Where others see waste, we see treasures.

The ECONYL® regeneration system transforms what was once waste, such as fishing nets, old carpets and textile production waste, into a new source of opportunity. ECONYL® nylon has the same quality characteristics as virgin nylon, with a much lower environmental impact.

### Four steps for a circular future



#### 01\_Recover

We begin by recovering and cleaning nylon waste from landfills and oceans around the world.



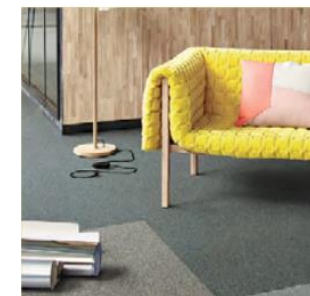
#### 02\_Regenerate

Waste is regenerated through a process that is unique in the world. This is how ECONYL® nylon is born.



#### 05\_Remake

ECONYL® nylon is transformed into yarn for the garment, carpet and textile flooring industries.



#### 04\_Re-imagine

ECONYL® regenerated nylon gives life to completely new products. Nylon itself can be recycled endlessly, without ever losing its qualities.





# Rethinking products in cooperation with suppliers and buyers

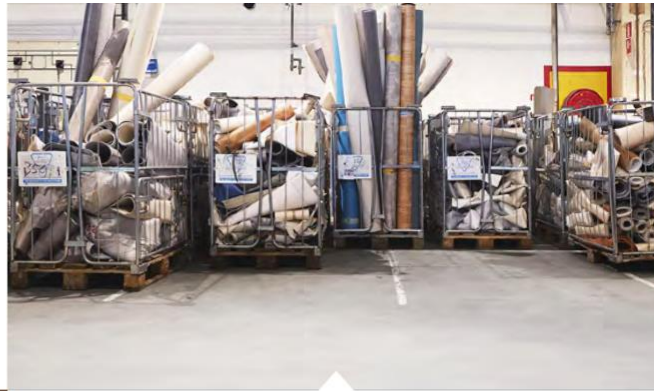
## OUR COMMITMENT

### Rethinking products

Embracing circular economy does not just mean recycling, rather rethinking the product by adopting a broader, more visionary perspective and collaborating with various stakeholders.

Aquafil based its way of doing business on this concept, creating high quality products from recovered resources and giving new life to materials that still have infinite lives to live.

*For more information, see the 2019 Group Consolidated Financial Statements, pages 67, 85*



### TARKETT Circular economy: closing the circle

Thanks to the pioneering collaboration with Aquafil, Tarkett closes the circle in the production of carpet tiles in Europe.

Tarkett has developed an innovative technology that separates carpet tiles at the end of life into two main components, maintaining over 95% purity of the yarn. This level of purity is fundamental to ensure that the polyamide 6 (PA6) yarn can be recycled from Aquafil and transformed into new ECONYL® regenerated nylon.

### NAPAPIJRI Skidoo Infinity, the first circular jacket

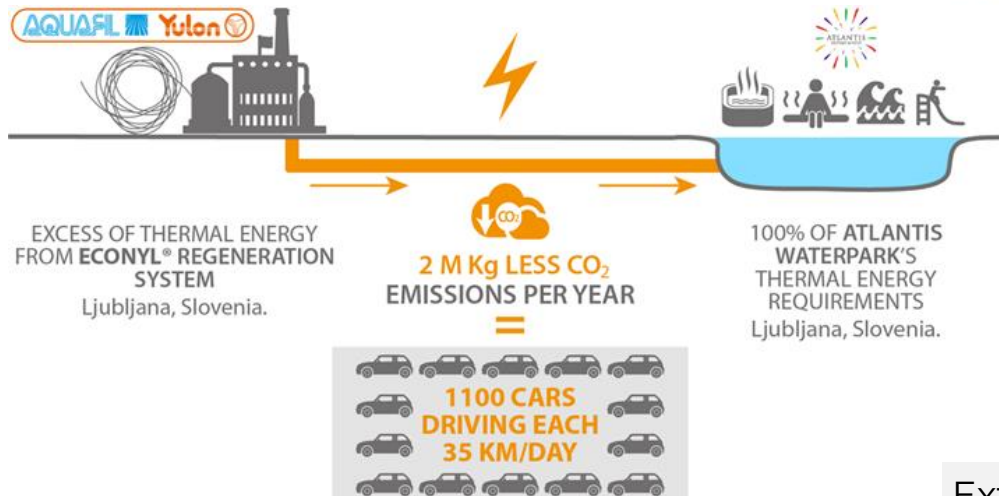
The collaboration between Aquafil and Napapijri has allowed to create a completely circular product.

The Skidoo Infinity jacket is made with ECONYL® yarn (100% regenerated polyamide) and standard nylon and designed to be completely recycled because it is composed of a single material. In addition, thanks to a take back program, it can be returned after two years of use and recycled into new ECONYL® yarn.



# Two excellent examples of a cross-sector collaboration

Regenerating heating energy; AquafilSLO in cooperation with Atlantic, BTC, Ljubljana

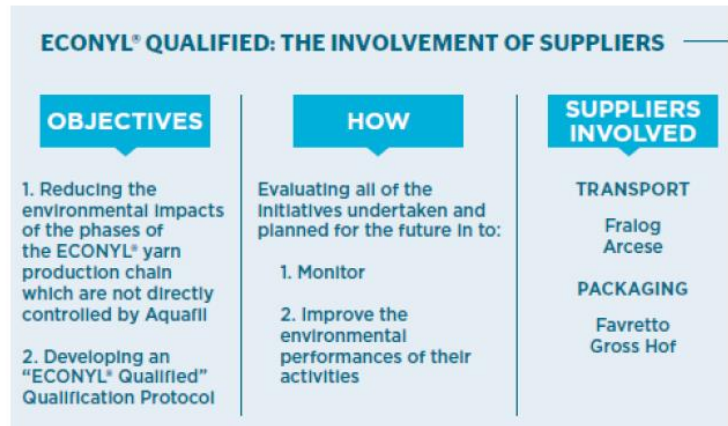


## ECONYL® Qualified: the involvement of suppliers

### AIM OF THE PROJECT:

Develop a **qualification protocol** to award the excellence of companies that supply Aquafil with goods or services for the manufacturing of ECONYL® yarn.

The qualification process is based on specific guidelines, aimed at **encouraging excellence and bringing innovation into the supply chain.**



Extending sustainability beyond the boundaries of their own organisation: collaboration with suppliers upstream the value chain.

# Aquafil circularity assessment (1)



## Start your Circularity Assessment

If you are assessing a firm including an external organisation in which **you are not a responsible person**, tick „No.“ here.

Name and Surname \*

Jurij

Giacomelli

Name

Surname

Company name \*

Giacomelli Media Ltd

Are you a responsible person in the organisation to which the information you are about to fill in this questionnaire refers? \*

- Yes  
 No

By clicking on "Send" \*

- I guarantee for the accuracy of information in the answers to this CAS questionnaire for which I assume my full responsibility in my best efforts and the intent of fair business conduct.

Company size \*

micro enterprise: with less than 10 persons e

Country \*

Slovenia

Email \*

# Aquafil circularity assessment (2)



## Part 1: BUSINESS MODEL POTENTIAL FOR CIRCULARITY

Please, assess the level of circular potential of the business model your organisation has been pursuing assuming it was implemented to the maximum extent. Potential

Make reasonable assumptions based on reported facts.

**1. Does your organisation acquire material inputs from secondary sources in a significant proportion (at least 20%) of the total material asset acquisition? \***

- 0 - No
- 1 - In minor quantities (less than 40%)
- 2 - In significant quantities (40% or more)
- 3 - In predominant quantities (more than 70%)

Circular supplies and use (regeneration) of secondary resources

### Traceability of supplies and inputs

**2. Does your organisation trace the origin of material inputs (primary and secondary sources) by digital means:**

**a) before the acquisition \***

- 0 - No
- 1 - In a minor part of supplies (less than 20%)
- 2 - In significant or predominant quantities (20% or more)

**b) through its own internal processes (production, inbound logistics, etc.) \***

- 0 - No
- 1 - In a minor part of supplies (less than 20%)
- 2 - In significant or predominant quantities (20% or more)

**c) after the outputs are sold to buyers and/or enter the consumption phase \***

- 0 - No
-



# Aquafil circularity assessment (3)



CIRCULAR  
BUSINESS  
ACADEMY

What is CBA

Agenda 2021

Events overview

Ecocivilisation

Compact CBA

International CBA Faculty

Circularity Assessment Score

The Circular Triangle

Contacts&Newsletter

Yes,  
„reproducibility“  
of the nylon  
yarn is key.

3. Does your organisation develop and design products and services by taking into account circular principles (modularity, reproducibility and degradability, reducing product size or material use, extended use of tangible artefacts)? \*

- 0 - No
- 1 - In minor quantities (less than 40%)
- 2 - In significant quantities (40% or more)
- 3 - In predominant quantities (more than 70%)

Modularity of products and services

4. To what extent does your organisation use sustainable energy sources based on the volume of total procurement (energy value)? \*

- 0 - No use of renewable energy sources
- 1 - In minor quantities (less than 40%)
- 2 - In significant quantities (40% or more)
- 3 - In predominant quantities (more than 70%)

Use of sustainable energy sources

6. Does your organisation provide incentives, services or infrastructure (a platform) for a secondary use or a re-use of the product (or physical component services) or for the extension of their life span? \*

- 0 - No
- 1 - In a minor part of its operations (less than 40%)
- 2 - To a significant part of its operations (40% or more)
- 3 - In a predominant part of its operations (more than 70%)

Product life-cycle extension and second life

Yes, a year-long  
programme is in  
place.

5. Does your organisation use sustainability and /or circular criteria in the selection process when selecting suppliers of materials and energy and buyers of its products and services? \*

- 0 - No
- 1 - In a minor part of its operations (less than 40%)
- 2 - To a significant part of its operations (40% or more)
- 3 - In predominant quantities (more than 70%)

Selection of suppliers

7. Does your organisation enable the use of scrap material and/or provide logistics services and reverse logistics infrastructure? \*

- 0 - No
- 1 - In a minor part of its operations (less than 40%)
- 2 - To a significant part of its operations (40% or more)
- 3 - In a predominant part of its operations (more than 70%)

Reverse logistics

Yes, This stems out  
of the Aquafil's  
Sustainability  
Report.

# Aquafil circularity assessment (4)



CIRCULAR  
BUSINESS  
ACADEMY

What is CBA

Agenda 2021

Events overview

Ecocivilisation

Compact CBA

International CBA Faculty

Circularity Assessment Score

The Circular Triangle

Contacts&Newsletter

## Part 2: COMMITMENT TO CIRCULAR TRANSFORMATION

Please, evaluate the actual level of managerial and organisational resources allocated to seizing the maximum potential of your current business model. Commitment

Yes, but not all the production is based on nylon recovery.

**8. Does the technology that supports the core business model allow the production process to be adapted to circular principles (modularity, reproducibility and degradability, reducing product size or material use)? \***

- 0 - No
- 1 - To a minor degree (tied to less than 20% of revenues)
- 2 - To a significant degree (tied to 20% of revenues or more)
- 3 - Yes, predominantly or completely (tied to over 80% of revenues)

Technological capabilities

Yes, a year-long plan is in place.

**10. Does your organisation have a plan or a pilot project to integrate into circular principles (modularity, reproducibility and degradability, product size reduction) in its business model? \***

- 0 - No
- 1 - In the experimental/early stage
- 2 - Yes, in a significant part of its operations (tied to over 20% of revenues)
- 3 - Yes, in a predominant part of its operations (tied to over 60% of revenues)

Planning and control of the circular transformation

Collaboration..!

**12. Does your organisation collaborate with research or advisory organisations in the area of circular transformation; is it active in industry or other business associations? Does it actively engages with other players up and down the value chain in sustainable innovation? \***

- 0 - No
- 1 - In the experimental/early stage
- 2 - Yes, a significant part of operations is dedicated to circular transformation (tied to over 20% of revenues)
- 3 - Yes, a predominant part of operations is dedicated to circular transformation (tied to over 60% of revenues)

**9. Please, assess the level of digitalisation maturity of your organisation: \***

- 0 - Very low (basic or no digital connectivity)
- 1 - Low (basic connectivity supporting the information flow among organisational units, partially autonomous maintenance of digital (IT) systems)
- 2 - Middle (standard connectivity, mainly autonomous maintenance of digital (IT) systems)
- 3 - High (autonomously supported processes, mainly autonomous maintenance of digital (IT) systems and active involvement in digital development)
- 4 - Very high (own digital development of supported processes, mainly autonomous maintenance of digital (IT) systems)

Digitisation

**11. Are there any specific commitments and responsibilities related to the circular economy, allocated to employees and departments across your organisation? Are they supported by the yearly budget/business plan and by reporting routines? \***

- 0 - No
- 1 - In the experimental/early stage
- 2 - Yes, a significant part of operations is dedicated to circular transformation (tied to over 20% of revenues)
- 3 - Yes, a predominant part of operations is dedicated to circular transformation (tied to over 60% of revenues)

Accountability and structure

**13. Are there any legislative or market obstacles to the transition to a circular business model? \***

- 0 - Yes, high and persistent
- 1 - Medium, may be mitigated or removed over time

# Aquafil circularity assessment (5)



Degree of resistance and positioning / engagement upstream and downstream the value chain.

14. Is there some degree of resistance to the circular transformation by employees? \*

- 0 - Yes, high
- 1 - Middle, transitory
- 2 - Low resistance
- 3 - None

Resistance

16. To what degree are major buyers involved in your organisation's circular transformation and in what direction? \*

- 0 - Resistant to circular practices, want to buy the "linear stuff".
- 1 - Disengaged and neutral
- 2 - Engaged in experimental or early stage
- 3 - Engaged at the strategic level of a structured collaboration

Engagement with buyers

Obstacles

15. To what degree are major suppliers involved in your organisation's circular transformation and in what direction? \*

- 0 - Resistant to circular practices, want to sell the "linear stuff"
- 1 - Disengaged and neutral
- 2 - Engaged in experimental or early stage
- 3 - Engaged at the strategic level of a structured collaboration

Engagement with suppliers

17. To what degree are end-users of your products and services involved in your organisation's circular transformation and in what direction? \*

- 0 - Not aware, disengaged
- 1 - Aware of the advantage of circular aspects of their consumption
- 2 - Aware of the advantage of circular aspects of their consumption and requesting circular solutions
- 3 - Aware of the advantage of circular aspects of their consumption, requesting circular solutions and engaged in the transformation

Engagement of end-users

18. Are your organisation's past and current general and R&D investments aimed at increasing energy or resource efficiency and boosting its circularity potential? \*

- 0 - No
- 1 - Our organisation invests into circularity on a small or experimental level
- 2 - Yes, our organisation's business model is being transformed due to current circular investments
- 3 - Yes, our organisation's business model is partly based on past and current circular investments
- 4 - Yes, our organisation's business model is predominantly based on past and current circular investments

Level of circular activity

Previous

Next

# Aquafil circularity assessment (6)



Circular business model type: Value recovery.

## Part 3: TYPE OF BUSINESS MODEL

### 19. What is your organisation's primary focus in tackling circular opportunities? \*

- a. Circular product or service design model (design products and materials with the aim of long-term value creation)
- b. Optimal product / service use model (support more efficient usage of products and services)
- c. Value recovery model (capture the value of material and energy resources after the user life)
- d. Circular support model (management support to circularity enhancement)

Please, choose one

### 20. What are the primary drivers of your circular transformation? \*

- a. The organisation's vision, based on untapped business opportunities
- b. Technology disruption in the industry
- c. Recently introduced legal or other regulatory changes
- d. Announced or expected legal or other regulatory changes
- e. Price volatility of inputs: materials, energy or mobility/transportation
- f. Shortage of material inputs

Please, choose a maximum of three answers that are most relevant

### Please, choose your industry sector according to the GICS (Global Industry Classification Standard). \*

Consumer Durables and Apparel

### Confirm your e-mail \*

jurij@giacomellimedia.com

### Confirm the name of your organisation \*

Giacomelli Media Ltd

# CAS Report



## QuCAS Report

Company: Valtex

Country: Slovenia

Appraiser's name and surname: Niko Kumar

### Circular Assessment Score

Circular business model potential: 40,2 out of 50

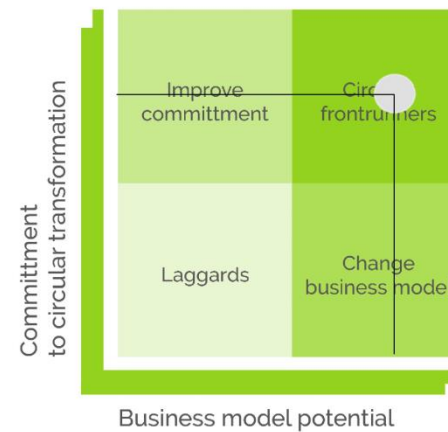
Commitment to the circular transformation: 37,5 out of 50

Total QuCAS : 77,7 out of 100

Your company is advanced in circular transformation.



### QuCAS Map



### Comment

Your company's circular model potential and the organisation's commitment justify substantial focus and investment in the implementation of its circular business model and demonstrates **low circular risk**.

Thank you for your participation at the Quick Circular Assessment.

Yours sincerely,

A handwritten signature in black ink, appearing to read "N. Kumar".

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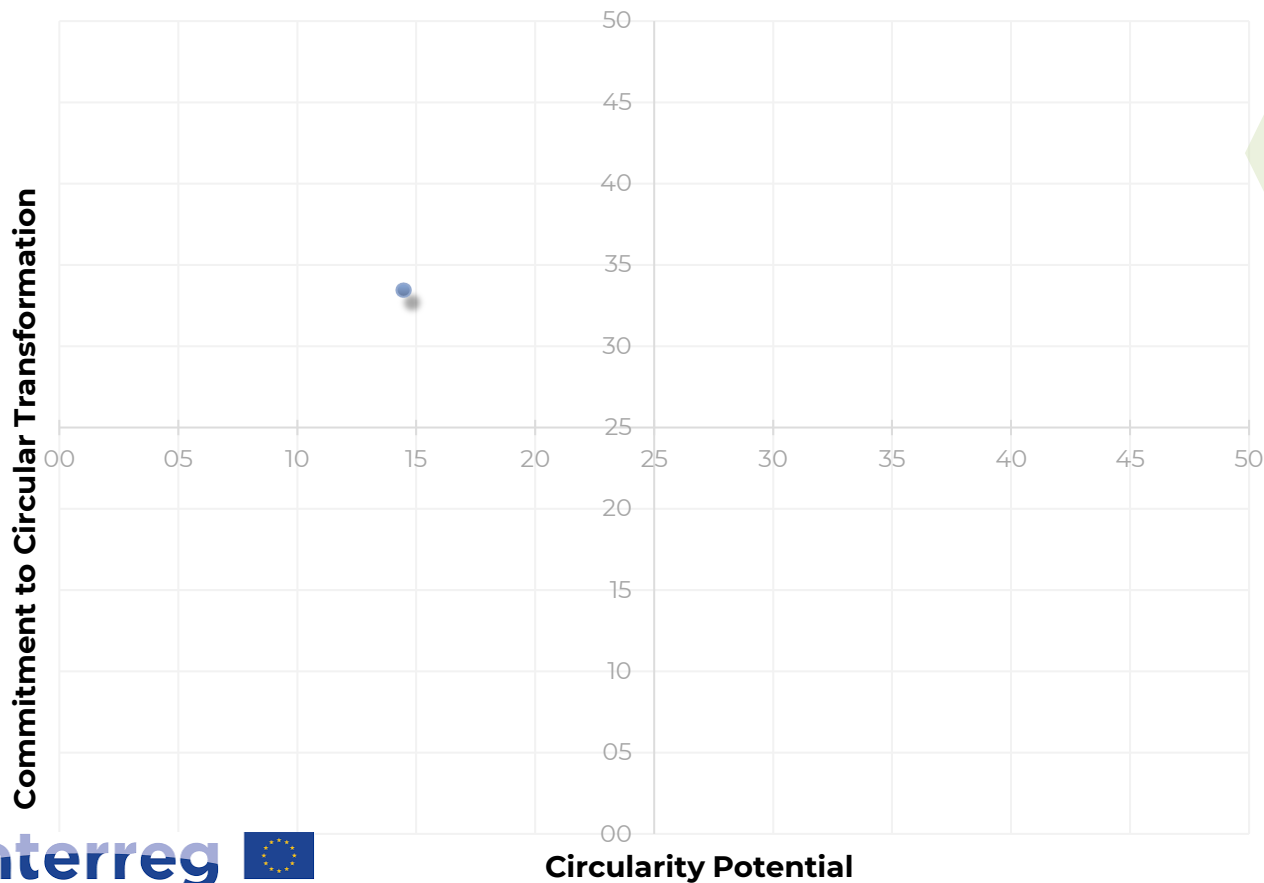
All collected information is kept confidential and is used only for research and academic purposes. You are the only recipient of your company QuCAS Report.

In case you would like to provide us with any additional feedback or ask any more specific questions, please, do not hesitate to write an e-mail to: [info@circularbusiness.academy](mailto:info@circularbusiness.academy).



# The CAS Matrix

## CAS history



**Unexplored territory above partial scores of 40.0 points**

**Positive correlation**  
Correlation coef. = 0.56

Average score of Commitment to circular transformation = 22.2/50

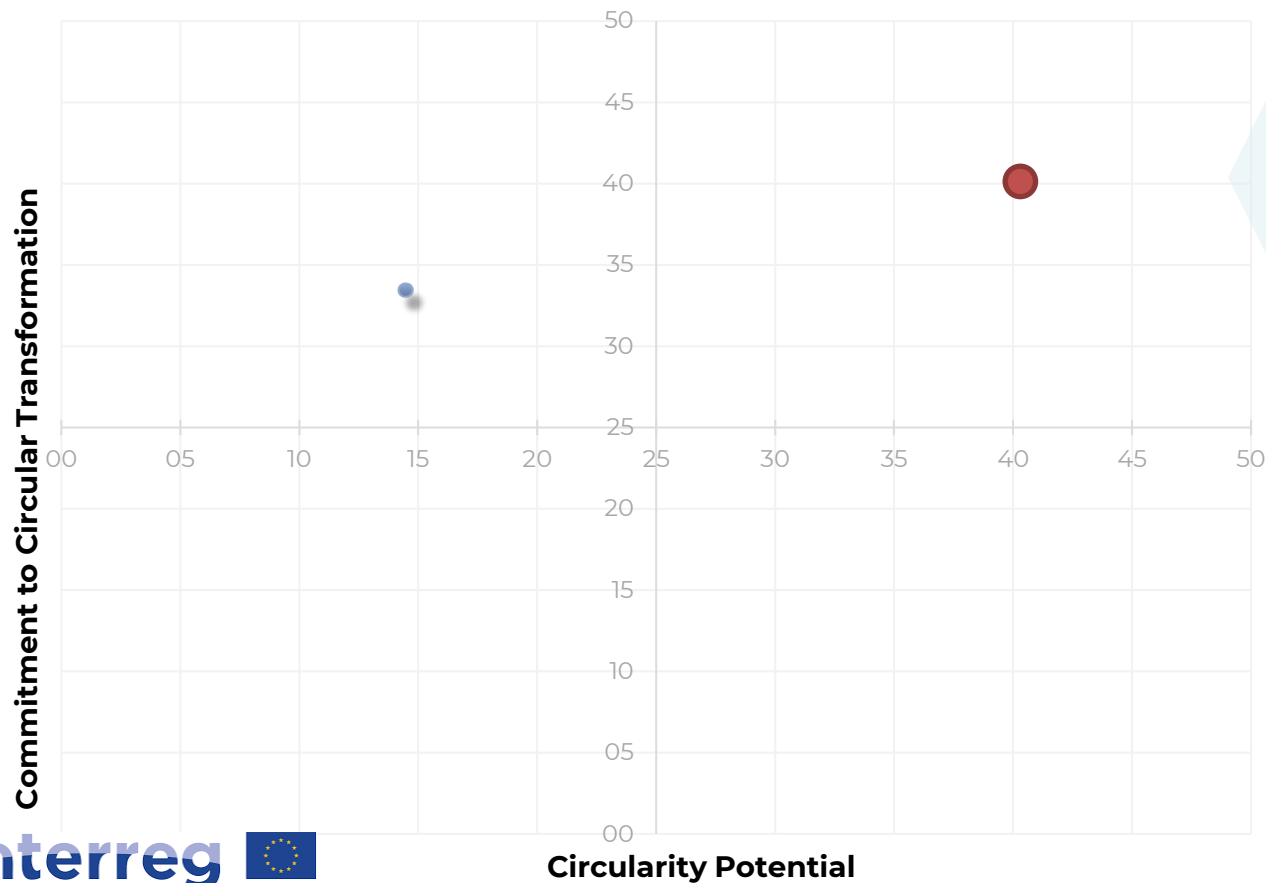
Average score of Business model potential = 23.7/50

Average total QuCAS Score = 45.9/100

**Number of Circular frontrunners = (26%)**

# Aquafil in the CAS Matrix

## CAS history



**Aquafil's CAS score**

**Aquafil score**

**Circularity potential:  
41.7/50**

**Commitment to Circular Transformation:  
40/50**

**Total Score:  
81.7/100**

**Aquafil is a circular frontrunner...!**

# Q&A before filling in the CAS





# Homework

## Filling in your initial CAS 2.0

# Homework: Filling in CAS for your organisation of choice

An extended CAS questionnaire attuned to the CIRCULAR 4.0 project and a DMA questionnaire are freely available here:

<https://circular40.eu/>

## To do

1. Please, assess the level of circularity your organisation by filling in the CAS.
2. Please, assess your DMA by the filling in a recommended questionnaire.
3. When you will have received the CAS Report and the DMA Result, please:
4. Send the reports to us
5. Respond to a short questionnaire about your break-through project on the Talent LMS platform.
6. You will be ready to for the next step.



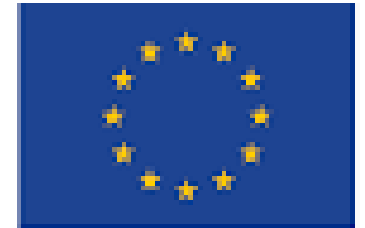
CIRCULARITY  
ACCELERATION  
TRAINING  
4.0

CAT4.0

Interreg

Alpine Space

Circular4.0



EUROPEAN UNION