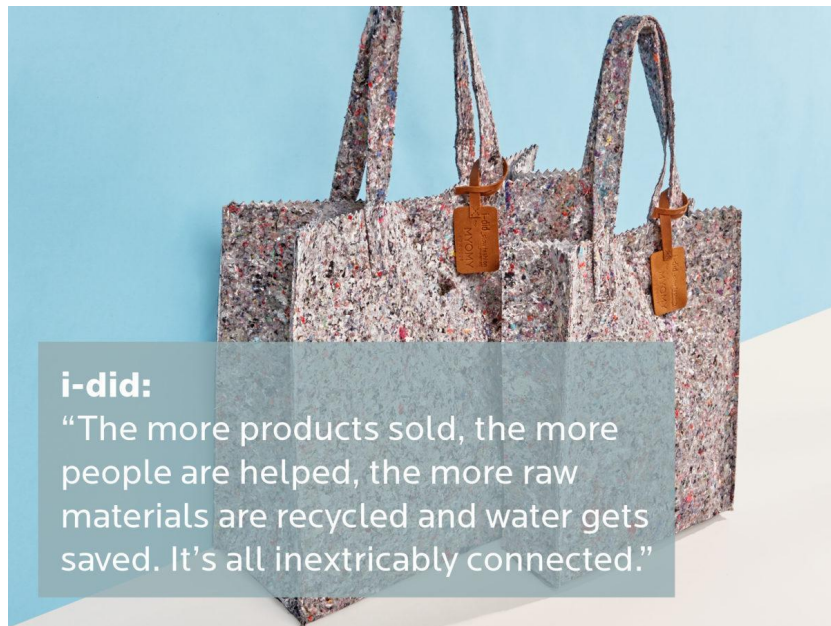




Social impact through circular business



Submission to:

Emerald Case Writing Competition

The Case for Women

Case

Preamble

Wednesday, April 15, 2020. The manufacturing location in the outskirts of the city of Utrecht was mostly empty. Aside from founder Mireille Geijsen (she), her teenage daughter and a handful of employees. Usually, the space was buzzing with activity; filled with the sounds of people talking and laughing and sewing machines whirring. But not today. Today it was quiet and almost deserted. No sewing machines. Barely any talking. The small number of people present were keeping a few meters distance from each other. It was the middle of the corona crisis.

‘We were booming before the crisis hit us’, Geijsen explained. ‘Orders were flowing in. More and more big companies knocked on our door with their textile waste. We were ready to open our new factory, when suddenly everything came to a standstill and brought us in the inconvenient ‘vacuum’ of a before and after corona-era. We would have had total ownership of the production process but now we’re unsure what the future will bring’.

She said all of this with a bright smile that lit up her face. It was not the first time that she was facing adversity with her social enterprise. She explained the deep, grounded trust that she had experienced in these extremely challenging times. Moreover, she radiated that trust. ‘This will pass’, she confirmed. ‘And we will come out stronger’. As she had done before. Meet Geijsen and her circular business i-did.

Towards a blueprint for global expansion?

Founded in 2009 by Geijsen, i-did started as a social enterprise that offered sewing jobs to people with a distance to the labor market. Over the years the company evolved into a circular business: i-did’s focus was to create new products from, for example, discarded KLM Airways uniforms. The discarded textiles of i-did’s corporate clients were torn apart and recycled into felt, which became the base material to create new products, such as bags and acoustic panels. By 2021, Geijsen’s designer felt was making headlines through the collaboration with designer Ronald van der Kemp (he) and his couture brand RVDK: Gwen Stefani (she) had recently worn the eco molded corset made from i-did felt for a cover shoot.

With two manufacturing locations based in Utrecht and The Hague, i-did was on the verge of expanding operations. The next step was to build a factory, this would allow the company full control over processing the discarded textiles into fibers and then felt. This factory was established in partnership with IKEA Social Entrepreneurship, a ‘fund’ that backs social enterprises outside the IKEA value chain. If this first recycling factory functioned well, the intention was to scale and open similar plants in other locations and countries. In the process of developing this collaboration, the

main challenge for Geijsen was to remain true to her values while scaling her business. The dilemma was: How could i-did create a blueprint for sustainable leadership combining circularity and social impact in a scalable (financial) business case?

Early beginnings: the birth of a social enterprise

When designer Geijsen had a conversation with her Kurdish friend, a refugee unable to land a job even though she was highly educated, she realized that social exclusion was a major societal issue. In a society in which there is a clear distinction between ‘we’ versus ‘others’ nobody can be *really* happy; this was the start of i-did. It was 2009 when she opened a fashion workshop in Utrecht where people who were being ‘left out’ of the labor market had the chance to learn a profession. Supported by foundations, grants and [media exposure](#), i-did had a flying start in teaching people how to sew and create fashion collections. Unfortunately, after two years, it became clear that the financial aspect of the business case lagged: ‘Customers are used to quick turnarounds in fashion collections, so lost interest in our ‘slow’ fashion that was sustainably produced’. In the aftermath of the financial crisis, [many fashion brands had to file for bankruptcy](#) and in 2012, i-did almost had to close its doors as well. When [fashion brand DIDI](#) inquired whether i-did could help them make a fair trade, locally produced collection, light appeared at the end of the tunnel. Even though this project did not come to fruition, it proved to the foundations that had invested in i-did that there was a chance to adjust the business model. The crisis revealed that fashion brands were left with warehouses full of stock and the idea surfaced that something should be done with those unsold collections. Pilots with fashion brands [G-sus](#) and [Sissy Boy](#) supported the process of discovering new ways of expressing Geijsen’s ideals; ‘i-did does not necessarily need to be a fashion brand’. About this experience, she asserts:

When you operate from your ideals as an entrepreneur, it can really narrow your vision. I have learned to look at my business in all honesty, even though it is very personal and often painful.

When new business partner (Exhibit 1) and investor Michiel Dekkers (he) also expressed that he didn’t believe in i-did as a fashion brand, it was time to take a different course; moving away from wanting to be a fashion brand themselves to creating textile products for other companies. Together, they built a ‘meaningful company’ centered around multiple value creation.

Sustainable textiles: turning trash into treasure

When they received the question from a client to make new products from old textile collections (instead of virgin materials), Geijsen and Dekkers went out to investigate which company could help them. By then, i-did was part of a group of Dutch pioneers in sustainable textiles - initiated by [MVO Nederland](#) - and one day they visited the recycling company [Frankenhuis](#). The core business of this

company was to shred textile waste into fibers, which they sent to a partner factory in Germany that made felt from it. The felt was a promising material to use for creating new products as it has a unique look and properties. A designer by heart, Geijsen could not resist transforming this raw material into the first prototype of the i-did felted bag.

A few months later i-did was approached by energy company Nuon (now [Vattenfall](#)) to make laptop bags from their amortized company textiles, which led to the realization that felt could be an interesting business to business (B2B) opportunity. This discovery in 2014 turned out to be a lucky shot and the start of a journey to make new products out of discarded textiles such as bags (see Exhibit 2). Over time, i-did developed the original felt that was utilized for purposes such as isolation, into a higher quality material that was aesthetically more attractive. By recycling discarded textiles such as depreciated company uniforms, unsold stocks, and damaged fabrics, i-did started breathing new life in otherwise wasted natural resources. Or as circular entrepreneur Lisanne Addink (she) would put it (2019): ‘i-did was able to turn trash into treasure’.

The new business model was very successful as corporations were keen to see how their textile waste could be transformed into attractive new products. They could then hit two birds with one stone: having a social *and* ecological impact by creating products made of goods they otherwise would dispose of. Having big clients such as [Heineken](#) and [IKEA](#) increased visibility and provided a strong business case for i-did. In 2017, the company generated a turnover of 700’000 euros and the profits reached 100’000 euros, which enabled i-did to open a second location in The Hague. These developments inspired Geijsen to think big as she highlighted to Linda Hellemons (she), i-did’s marketing, communications, and e-commerce officer:

Everywhere in the world, you can find textile waste and people who could use some support getting their lives back on track. The possibilities to scale our impact were infinite and it’s exactly this realization that made running i-did such a huge challenge.

By 2018, the number of requests for their products was overwhelming, which is why i-did started offering square meters of felt fabric in their webshop. The idea was that when more companies use felt, awareness would increase, and more textiles could be saved from incineration. Of course, as all felt was made from batches of discarded textiles, customers needed to consider that each type of felt was a limited edition and could not be offered infinitely, which also made it a unique product.

Social impact: purposeful ‘return on investment’

i-did believed in a social and circular society. A society where everyone contributed, and no one was excluded. That is why they guided people who had been on welfare for a very long time or that had other conditions making it difficult for them to participate in regular working environments. The

vision of i-did was to empower people and contribute to social inclusion in several ways: Firstly, i-did provided training and development programs for employees, which led them to learn skills such as product manufacturing. Continuous on-the-job training was provided through sewing of products such as felt bags and manually operating the stitch robots, which were needed to provide the demanded volumes. A dedicated job coach helped connect the dots between participants and the labor market, while a second coach supported to overcome obstacles – such as debts, health issues and problems with child support – that might be a hindrance in moving on to another form of employment. During this educational trajectory, participants were triggered to discover hidden talents and competencies, which helped them find the next job.

The i-did participants were from diverse educational backgrounds, ages, and nationalities and each of them carried their own stories and struggles. Working at i-did gave them pride, in that they could finally say ‘I have a job’, and not *just a* job, but a job with purpose, one that made the world a bit of a better place. In addition, it provided them an escape from a troubled history or home situation and gave them a sense of self-esteem and confidence in feeling human again. Participants praised the fact that they were being seen for who they really are and that they feel like they are working with friends. Thus, i-did provided much more than a workplace where people learned new skills; participants experienced that they were embedded in a warm and [supportive eco-system](#) in which their social and emotional aspects were embraced (Exhibit 3).

Geijsen’s initial idea to build a company around values such as inclusivity and diversity had proven to be very rewarding. The goal was not to make people stay forever with i-did as the danger was that they might believe that they could only perform within the safe context of this social workplace. Instead, after they had finished their 9-month program at i-did, they were ready to move on to work at other organizations. As Geijsen emphasized to a female participant: ‘We only provide a platform for you to start feeling good again, but you learn that you can sustain that feeling by yourself, also in the context of working someplace else’.

While Exhibit 4 shows the social impact results of i-did in the period 2016-2020, the company has grown since. In June 2020, the Utrecht workshop employed 9 people and The Hague workshop employed 36 people. Next to that, i-did ran pilots with a total of 78 participants (30 in Utrecht and 48 in The Hague) who were offered workplaces while they remained on welfare. The goal for all these participants (with a 60:40 female:male ratio) was that after the training program, they could move on to paid jobs. The second workshop was partially subsidized by the city of The Hague, but that did not imply that i-did had access to free labor. On the contrary, the enterprise employed eighteen part-time staff members (with a 75:25% female:male ratio); for sales, marketing and to train and coach the participants to a fixed position at other companies when they were ready to move on. [Social return on investment](#) (SROI) was thus the right to existence for i-did. Many large corporations were unable to

employ people with a distance to the labor market as they didn't have the right jobs for them and/ or had no time to accompany these people. When companies asked i-did to create products for them, i-did became a portal for them to fulfill their SROI duty in a 'purposeful way'.

Circular material innovation

While social impact should be perceived as i-did's birthright, circularity was at the core of its business model. A circular economy (CE) was based on three major principles: "(1) designing out waste, (2) keeping products and materials in use, and (3) regenerating natural systems" (Ellen MacArthur Foundation, 2015). CE attempted to reconcile the extraction, production and usage of goods and resources with the limited availability of those resources and nature's regenerative capabilities. This perspective entailed a shift throughout the supply chain, from material science (e.g., non-toxic, regenerative biomaterials) to novel logistical systems (e.g., low-carbon reverse logistics). Because of this, CE was often celebrated as a blueprint for sustainable development (e.g., Ghisellini et al., 2016; Ellen MacArthur Foundation, 2015) while a critical inquiry into negative effects such as growth (Rieback, 2019), greenwashing (Kopnina, 2019) and rebound (Zink & Geyer, 2017) remained essential.

With her background as a designer, Geijssen had developed a new base material from discarded textiles: design felt. Processing textile waste into raw resources and finally a felt material that could be recycled was an example of a circular process. In a linear economy, resources were usually extracted, made into products, sold, and used after which they get trashed. This 'take-make-waste' principle was a cycle of going from cradle-to-grave as opposed to the ideal objective of creating circular products that could serve from cradle-to-cradle (Braungart & McDonough, 2009). The latter functioned as a cycle based on a 'make-use-reuse-remake-recycle' principle, also referred to as a 'closed loop'.

At i-did most materials were recyclable; the felt could be used as raw material to produce new items. Producing felt could only be done in large quantities, which implied the possibility to scale up and achieve real circular impact. The minimum required amount of discarded textiles was 5'000 kg, which could be processed into 15'000 m² felt and then made into 30'000 bags. Clients such as [IKEA](#) were very excited about the positive impact, as Country Manager Sustainability Alberic Pater (he) explained:

The multi-shopper for our 6'500 employees was a big success as it showed how IKEA is making big steps in circular products. It was the perfect pilot project to scale and we're now collaborating with i-did on creating a collection made from discarded textiles for our stores.

The majority of the i-did felt consisted of recycled workwear, mixed with a maximum of 20% recycled particles from polyethylene terephthalate (PET) bottles. To create a strong and durable material i-did,

unfortunately, had to use two virgin – new, non-recycled – materials. An ultra-thin polyethersulfone (PES) fleece layer allowed the needles to pierce through the material and a small percentage of melt filament was added to better ‘bind’ the felt. The company constantly searched for sustainable alternatives but was confined by its current scale; scaling up would lead to more opportunities to use circular materials.

Downcycling and recycling in a circular economy

Before a pair of jeans can be purchased in a store, it has travelled all over the world and been exposed to a variety of chemicals. The textile industry served as an important part of the global economy, however it also represented a major source of pollution (Fråne et al. 2017). The production of textiles required large amounts of energy, water, and chemicals, which had a negative impact on the environment (Hole and Hole, 2019). More than 1.2 billion tons of carbon emissions were produced each year from textile production (Ellen McArthur Foundation, 2017). Over 15 years’ time, clothing production had approximately doubled, mainly due to the ‘fast fashion’ trend, with more rapid changes of styles and collections. Large amounts of non-renewable resources were extracted to produce clothes that were often used for only a short period after which the materials were sent to landfills or incinerated. It was estimated that more than half of fast fashion produced was discarded in less than a year (Ellen McArthur Foundation, 2017; Hole and Hole 2019). Increased textile recycling rates would therefore reduce the negative environmental impact that occurred from the use of landfill space and from the production of new textiles (Cuc and Vidovic, 2011). In the Netherlands, UK, and the Nordic countries it was estimated that 61% of these discarded garments (post-consumer textiles), were lost in household waste, ending up in landfills or incineration.

From the 39% of textiles that were collected, 84% was reused and 16% was recycled (FFact, 2014). When translated into numbers, the reality was shocking: on an annual basis, 240 million kg of textile was thrown away in the Netherlands in 2015 (Maldini et. al, 2017). Only one-third of this amount was recycled, processed, and finally disappeared between walls (as isolation material), under car hoods or was used as moving blankets. In other words: textile was mostly downcycled and was in its new function often not visible as textile at all. In the Netherlands, an extensive system of textile recycling containers was in place: people were encouraged to collect the clothes they didn’t wear any longer and bring them to these containers. Unfortunately, of the 240 million kg of textile waste, 130 million kg ended up amidst regular waste in the assigned grey bins (Maldini et. al, 2017). This was an enormous loss; it meant that these discarded textiles did not even have a chance to be recycled. Normal waste commonly got incinerated, and this implied that the energy, resources, and human labor that had been put into creating clothing in the first place, were wasted after only one-time use (Maldini et. al, 2017). As Geijssen iterated:

Many people think that textile containers are only suitable for textiles that can be reused in their entirety, for example for resale on African markets. But this is not true as even torn and shredded textile can be seen as a valuable resource that can be recycled into new products. So never throw textiles in the grey waste bin, but always in a textile container!

Recycling often had a negative connotation, as people associated it with waste, but i-did gave this R-strategy a new meaning (PBL, 2019). By developing felt from discarded textiles and then turning the felt into design products that deserved to be seen, such as the Myomy bag (Exhibit 2), recycling became fashionable!

Design for circularity: upcycling the value chain

Everyone in the textile recycling chain judged i-did to be crazy; how could you make a valuable design product from discarded textiles? The discovery of felt as a new design material, in which the character of the original clothing could be seen, was luminous. Not only did i-did create aesthetic value by designing and developing desirable products from these materials, but most of these products were also made in such a way that they could easily be recycled again after use. As such, i-did implemented [three principles of design for circularity](#); minimal waste, cyclability and durability (Exhibit 5). The company could even fuel consumer attachment and emotional durability, for example [KLM](#) staff enjoyed seeing their old uniforms transformed into new products, such as the small canal houses for the airlines' 100 year anniversary in 2019 (Exhibit 2).

Aside from the design felt that i-did transformed into accessories, continuous material innovation had led to capturing multiple revenue streams. The company had for example manufactured acoustic felt and flame retardant felt that could be used in [a variety of applications](#). In order to make blue acoustic wall panels, such as they did in the [Social Impact Factory](#) (SIF) in Utrecht (see Exhibit 2), i-did combined acoustic felt from jeans – created by a partner company – with hardboard made from cellulose waste, such as paper, wood, brewer's spent grain and coffee drab. Only the glue and staples used in creating these interior design products were not circular yet, which positioned i-did as unique in that market.

By 2020, i-did produced a variety of colors that all could be traced back to the initial textiles. Examples were Personal Defense Green or Sky Blue made from old army uniforms or [KLM](#) uniforms respectively. Chalkboard Black and Brisk Blend were both made from either black or mixed post-consumer textiles; in the latter, sometimes even shimmers of a party dress or threads of denim could be seen. Care White was produced from white hospital workwear with subtle color accents from collars, cuffs, and piping in blue, pink, green and lilac. During the corona crisis i-did ran the heroes (#helden) campaign to support care workers; by offering a 10% discount on a Care White Shopper or Zippy bag customers could express their appreciation of workers at the forefront of corona care. Next

to the colors on offer, i-did could produce custom-made felt in other colors depending on the batch of discarded textiles they received.

Eco-system change: Governing the transition

In the Dutch textile industry, several companies had been pioneering processes of transitioning towards circular usage of materials by creating new organizational forms to collaboratively improve this industry (Fischer and Pascucci, 2017). Following the vision of the Dutch government to develop the icon project [Dutch Circular Textile Valley](#) (DCTV) to achieve a significant number of circular textiles by 2030 (Transitieteam Consumptiegoederen, 2018), this governing body launched in 2019. The aim of the DCTV was to reduce the Dutch apparel and textile's impacts on water, raw materials, and climate (Platform Circulair Textiel, 2017) and to spur transition by collaborating on an eco-system level (Ministerie van Infrastructuur en Waterstaat, 2019).

An interesting example of how i-did has been part of a project on an eco-system level was a special partnership with RVDK in creating a conversation piece launched during Paris Couture Week on July 6th, 2021. The dress with accessories was crafted from laser-cut rounds of felt (Exhibit 6) based on the first prototype; a molded felt bodice. RVDK and i-did planned to expand their collaboration with the intention to launch an accessories collection that would make the felt attractive for a large group of customers.

Local production networks: a glocal focus

In 2021 i-did already collaborated, as much as possible, with partners in the Netherlands, but they were also still dependent on supply chain partners in, for example, Germany. A system was to be put in place with local partners, such as textile sorting company [Sympany](#), for collecting textiles. If i-did could receive batches of textiles, sorted by color, i-did would be able to better serve interior designers and architects who might have certain wishes regarding color schemes. The company also mainly worked with local partners when processing the textile to felt. The goal was to bring production even closer to home as transporting textile waste from another country to the Netherlands to produce felt, caused an unnecessarily high ecological footprint. Ideally, i-did would receive textile waste that was sourced locally with the help of local partners, after which the raw material was converted into felt and processed into new products all under one roof. As Geijssen discussed with her new employee Margot Chevalier (she) who had recently started as the research and development (R&D) lead in charge of the factory:

It appears like we're going back to the past, but [i-did's vision](#) is that this is the future. The biggest challenge is to convince people that local does not need to be expensive. Most people are stuck in a linear mindset and believe that there was a good reason to move textile production to lower income countries. The advantages of local production are often neglected,

such as the possibility to recycle and reduce CO2 emissions. It is simply not true that local products always need to be expensive; they can be made in a qualitative, economic, and efficient way.

The focus on [local production](#) did not imply that global developments were neglected: i-did internalized global knowledge and experience into her daily operations. This glocalization created shared value (Porter, 2011), resulting in broader strategic benefits for all partners in the value chain.

People, planet, and purpose

i-did was a social enterprise that helps people to be part of a movement. A movement that contributed to awareness raising about keeping the environment clean (less textile waste) and the importance of inclusion in society. All efforts were geared to these two aspects, which was the strength of i-did: the combination of impact on planet and people by creating purpose. The i-did workshops served as vehicles for social change: the educational program empowered unemployed people to learn a skill after which they could find a regular job. The main aim of the company was to create value for an ideal society in which products and commodities were reused and everyone could participate. As such, i-did directly contributed to the [United Nations Sustainable Development Goals \(UNSDGs\)](#). As Geijsen proposed:

I see the SDGs as a huge opportunity to work together with other companies to create an even greater positive impact. We invite you to work with us on contributing to the SDGs!

The company involved its stakeholders in their sustainability ambitions in manifold ways. Partnering with [Gifts with Impact](#) had led to bridging i-did and its distributors in manufacturing relational gifts. Examples were key chains, badges and flex organizers that i-did could tailor-make for their clients as Christmas presents for employees and business acquaintances. Naturally, companies could have their own logo visible on these items by means of woven labels or transfer prints. Through collaborating with multinationals such as [IKEA](#) and [Heineken](#) that shared their sustainable mindset, the story of i-did could reach large groups of consumers. The aesthetically pleasing and affordable i-did products served as a campaign for raising awareness around for example the topic of textile waste. Consumers could be informed and inspired about what commonly happened with textile waste and what alternatives could be. As i-did operated business-to-business as well as business-to-consumer, the company reached a variety of target groups. Very often, circular, or sustainable products were criticized for being expensive and thus not available for the masses. With her ingenious business model, i-did proved that circular design can be mainstream.

Felting the future and scaling up

Plans included opening more workshops in different cities; i-did had already been approached by several municipalities. The dream to be able to produce their own felt was becoming a reality in collaboration with [IKEA Social Entrepreneurship](#), a new IKEA ‘fund’ that backs social enterprises outside the [IKEA](#) value chain. Having their own manufacturing plant would allow i-did to experiment with smaller batches of discarded textiles and create more color variations. In 2020, they found a location to open this factory; on the ground floor of the building in The Hague in which they already rented the fifth floor. Geijsen discussed the ways in which they could scale up with her female R&D lead:

We’re currently developing a blueprint to be able to scale our company. If the factory proves its worth in two years from now, we can expand abroad. Social franchising can take off rapidly; it only needs a local entrepreneur who wants to invest in our model. In five years from now, we hope to have five workshops and one mini plant in the Netherlands. In addition, we aim to have opened five factory-workshop combinations in other European countries by that time. Germany and Denmark have already shown interest in developing activities like what we do with i-did.

[IKEA](#) might become a launching partner in opening other locations, but initially the collaboration was viewed as an experiment financially backed by other partners such as [Stichting Doen](#), [Rabobank Foundation](#) and [Fonds 1818](#). While these partners had only provided start-up investments, the factory needed to be financially independent within five years. In 2019, the revenue of the Utrecht location was almost 1,4 million euros while The Hague reached over 230’000 euros, which implied that i-did was on the right track (Exhibit 7).

The municipality of The Hague had been essential in making the factory happen; they were opening a social service office around the corner, which would make it easier to provide support to i-did’s participants. The municipality would guarantee subsidies for i-did’s training program for the next three years to provide the company a longer-term perspective. As the tasks in the factory would be easier than the sewing activities in the workshop, i-did could be able to start offering training on the job for the most vulnerable target groups. The company aimed to provide a spot for 12 participants for a three-month program, up to a total of 48 people per year. During these three months, participants were allowed to keep their social security and would be intensively coached and monitored if they were ready to join the workforce again. As such, the factory would serve as a delivery room for participants: those that performed well could get a job at the i-did workshop and receive training in more complicated skills.

Corona as a crown?

Back at i-did on that Wednesday evening in April, 2020. Geijsen and her team were cutting patterns of a thin membrane fabric that would be turned into protective clothing for care workers. 'It's a new product for us, we had to learn overnight how to make these aprons as well as the face masks we have started producing' (Exhibit 2). The company collaborated with two other workshops in producing a big order, which they would not be able to handle on their own. 'We had to wait for the right materials to arrive as there is shortage of everything'. The social distancing regulations didn't make things any easier. Many of their employees had to deal with a variety of challenges when they entered the training program. They didn't just have a distance to the labor market and mostly relied on welfare, but they often had (mental)health issues and financial problems as well. This complexity made them vulnerable in pre-corona times, but extra exposed since the crisis. Next to that, it was arduous to manage the process of working together with other social enterprises, but they had joined forces from a conviction that this is how they could make real impact. By making social inclusion their top priority. By producing locally. By serving a world that was in crisis. By strategically deciding to include the company's core values of gender equality, sustainability, and diversity in crafting a blueprint for social franchising.

The original Latin word 'corona' means crown and time would tell if this crisis could be viewed as a crown on resetting society and the economy towards a fair and more sustainable world. The current situation made one thing clear: companies such as i-did and female leadership such as Geijsen's, were more needed than ever. And who knows; i-did might well be a lighthouse example of how to navigate stormy waters towards a brighter future.

Exhibits

Exhibit 1: *Michiel Dekkers and Mireille Geijsen, directors of i-did.*

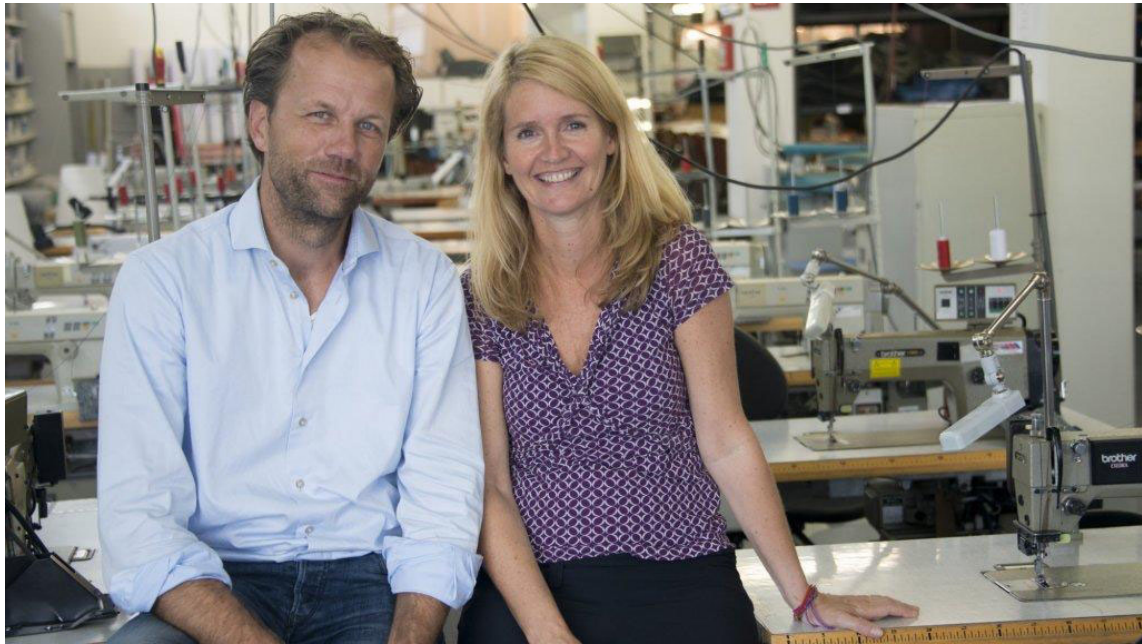


Exhibit 3: *Employees creating i-did products in the workshop in The Hague that has acoustic panels.*

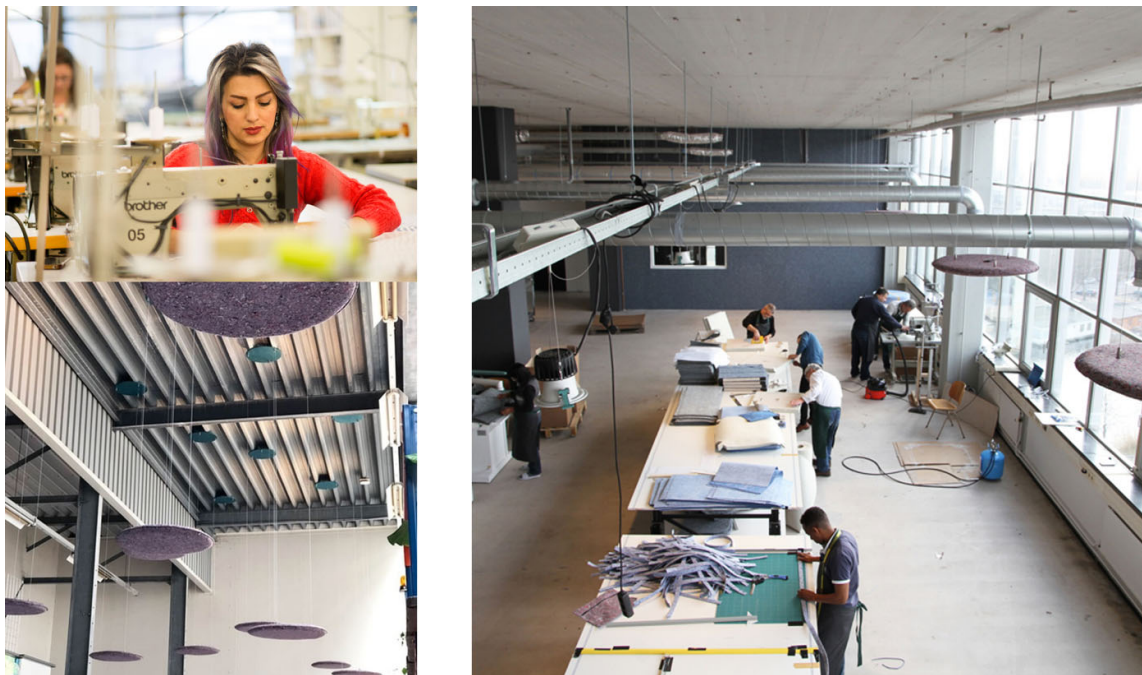


Exhibit 2: Product innovation timeline of i-did collaborations.



Exhibit 4: Social impact results from i-did 2016-2020.



Exhibit 5: Design for circularity (following the principles developed by [Circle Economy](#)).

Principles	
1. Minimal waste	<ol style="list-style-type: none">During the manufacturing process as little waste as possible is produced.Pattern making that eliminates cutting waste.Seeking solutions to back operations back to zero-waste.Pre-consumer disposal is kept to a minimum.
2. Cyclability	Products can easily be repaired, disassembled, reused, and recycled after use.
3. Durability	Products are physically durable meaning they will last a long time.

Exhibit 6: *i-did x RVDK (2021).*



Exhibit 7: *Financial overview for the two i-did locations in 2019. Currency in euros.*

2019	Utrecht	The Hague
Revenue	1.399.543	238.870
Total costs	1.104.811	172.534
- Personnel costs	379.405	50.705
- Costprice sales	619.269	16.829
- Facility costs	52.059	84.206
- Remaining costs	54.078	20.794
Profit	294.732	66.335

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