

full costs

After WR Stahel

INNOVATIVE

MATERIALS

COMPONENTS

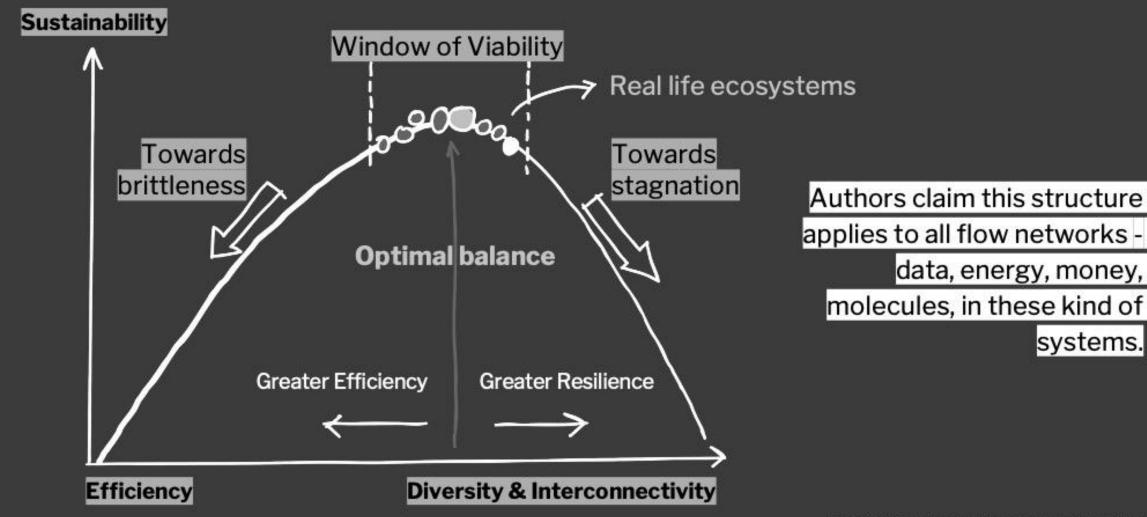
POINT OF

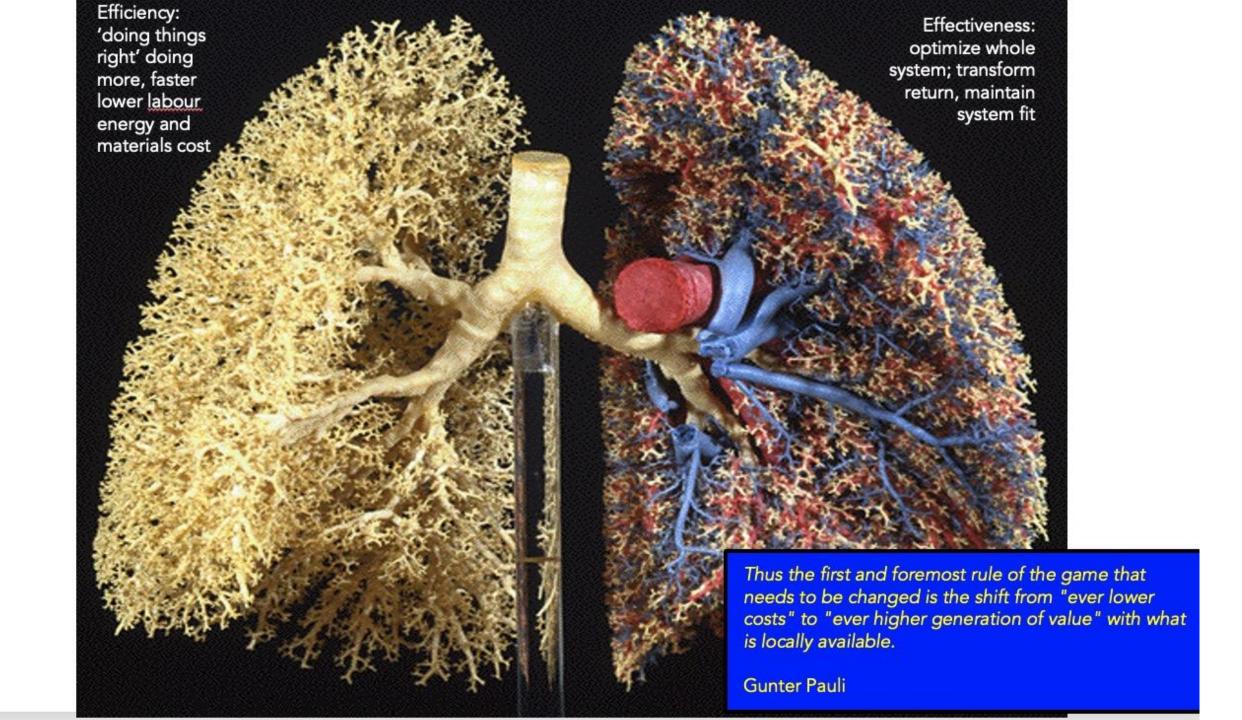
SALE OR

SERVICE

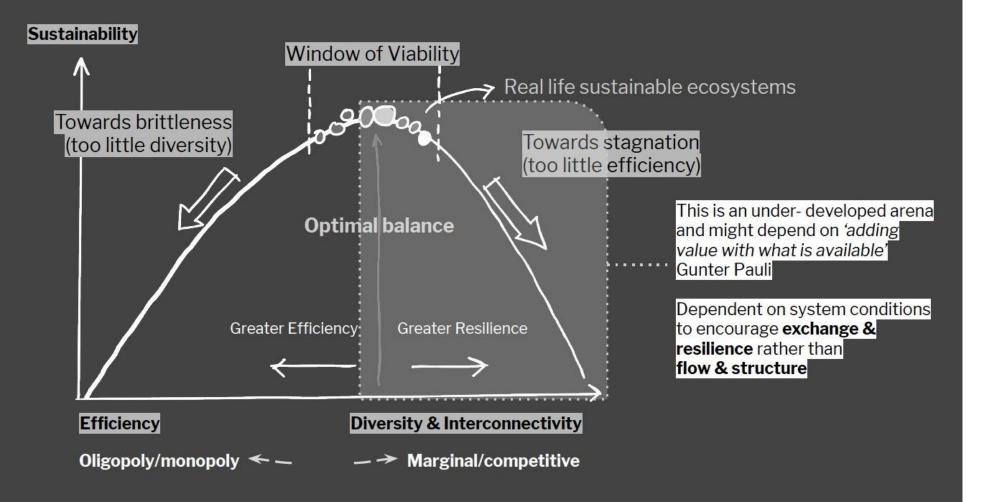
NEW

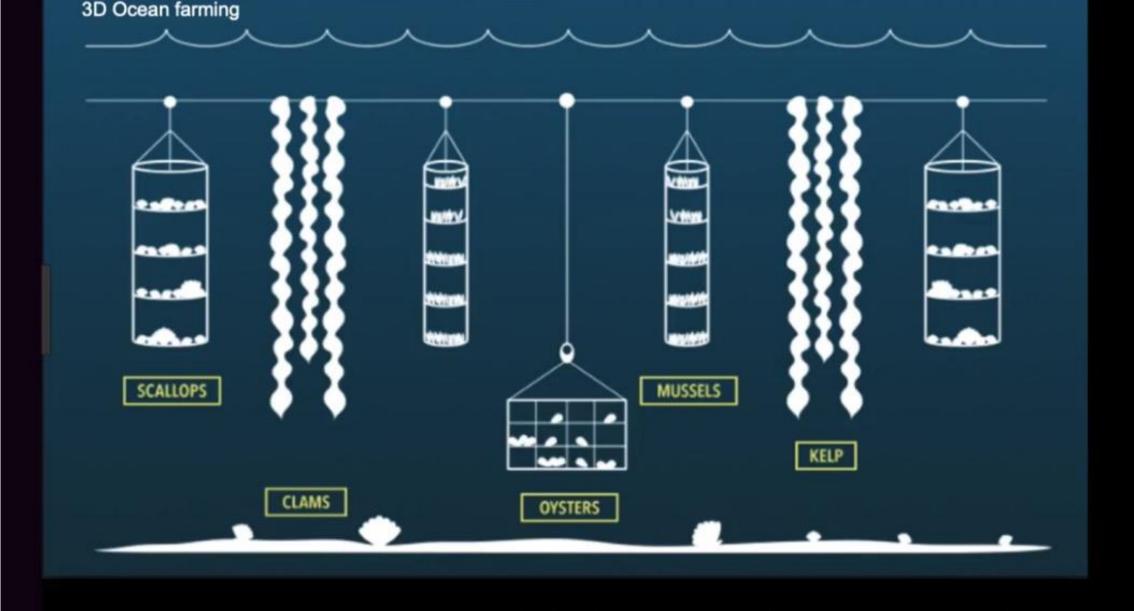
# Effective Systems as a Dynamic between Efficiency and Resilience





### **Building Effectiveness**





Economies of scope rather than scale 'Add value with what we already have' Multiple cash flows, multiple benefits

Effective not just efficient systems

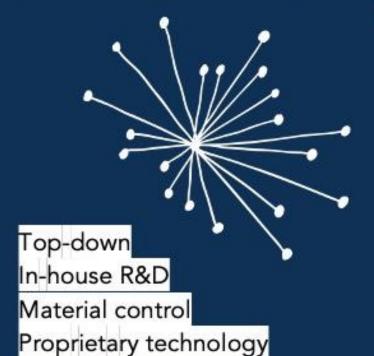
## What kind of circular economy is emerging?

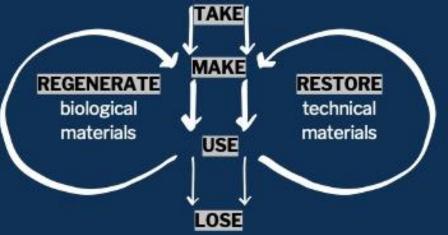
### Centralised Circularity

Zero - waste manufacturing

Product-to-service

Recover own-brand goods





rather than efficient systems answer 'both' - through iteration of nested systems within enabling conditions
But which dominates?

#### Distributive Circularity

Open standards

Open source

Open data

