



Project Study

Driving Circular Business Model Innovation for a leading fashion retailer in Europe

About C&A

With over 1,300 stores in 17 European countries and more than 25,000 employees, C&A is one of Europe's leading fashion retailers. Every day, C&A welcomes millions of visitors to its stores and online and offers quality and long-lasting fashion at affordable prices for all. C&A has more than 180 years of history and its European headquarters are located in Dusseldorf, Germany and in Vilvoorde, Belgium.

Project Background

Since 2021, C&A has an ambitious [Sustainability strategy](#), placing Circularity as one of its focus sustainability goals in Europe. By 2028, the company aims to have 7 out of 10 products connected to a principle of Circularity. To achieve this goal, C&A works on the three pillars of the Ellen MacArthur Foundation which includes extending the lifetime of products through [new business models such as rentals, repair, resale and remake](#). C&A's Circularity Strategy and progress is explained in further details in its [Sustainability report](#) and accompanying [webpage](#).

C&A Europe has recently engaged with pilots for [second hand resale in stores in Germany](#) and brought [to market upcycled denim products](#). To achieve its ambitious Circularity Goal, C&A needs to further engage with circular business models pilots and scale up.

Project Goals

This research project aims to identify the most relevant opportunities for C&A Europe to pilot and scale Circular Business Models (referred to as CBMs). With a geographic focus placed on Germany, the project aims specifically at:

- Providing recommendations to C&A on priority CBMs to pilot and scale using a product category approach (men vs women vs kids/baby; jeans, dresses, coats etc.).
- Proposing C&A with new ways to define Key Performance Indicators for priority Circular Business Models.

This research project should support C&A in answering the below questions:

- Which Circular Business Models have been most developed and why by the fashion industry (repair, resale, rental, remake)?
- What is the current and expected commercial viability of Circular Business Models? For which product category?
- Who are the most advanced competitors in piloting and scaling Circular Business Models? What are their business model value propositions and environmental relevance?
- How German consumers expectations differ from other European consumers for Circular Business Models offering?
- Which national and or European laws affect or will affect Circular Business Model scale up?

Project Activities

- Conduct a comprehensive literature review on Circular Business Model (CBMs) in the Fashion Industry
- Benchmark CBMs of main competitors (using potential tools like the Circular Business Model Canva)
- Conduct interviews with some internal and external stakeholders of the business about expectations / opportunities for C&A to engage with CBMs (C&A will support in identifying relevant stakeholders and ensuring connections are made).

Benefits

- Participate in a highly strategic project for the company
- A steep learning curve on one of the most challenging transitions that the Fashion Industry is undergoing
- Meet with the Circularity Team of C&A for a full project onboarding and discussion around Circular Economy
- Work independently at your own pace
- Potential visit of C&A headquarters in Germany

Application and Qualifications

- 2 to 3 Bachelor or Master students with preference for Masters students with interest and ideally prior knowledge of Circular Economy
- Professional proficiency in English
- Full time project study for 3 months starting ideally in March/April 2023 (upon agreement)
- OR Part time project study for 6 months starting ideally in March/April 2023 (upon agreement)

In a joint email, please send your team's application with:

- Full **names** of the 2-3 students
- Joint **Cover Letter** (maximum 1 page)
- Individual **CV**
- Individual **Transcript of Records**

ALL to **Maxim Safieh** (maxim.safieh@tum.de) at the EQUA-Endowed Chair for Family Business Culture and Ownership. Feel free to reach out directly via email to Maxim Safieh for any questions. Looking forward to your applications.