
with Professors Atalay Atasu and Luk Van Wassenhove (INSEAD), and Laurence Fontinoy (Décathlon)

21st – 22nd June 2023, INSEAD Europe Campus and Zoom
Overview: Circular Economy

The Circular Economy today increasingly impacts marketing and sales strategy and practice across industries. Circular business models open new avenues for engaging customers, employees, and other key stakeholders meaningfully. Companies benefit from the Circular Economy in many ways. For example, they can better satisfy existing customers’ fast-evolving needs, grow established customer relationships, and reach out to customers with innovative value propositions and market offers. Firms can further use resources more effectively and efficiently, unleash cost savings, and ensure stable prices throughout the entire supply chain. Finally, circular go-to-market approaches allow companies to build an innovative brand reputation to attract, retain, and engage employees, grow solid relationships with governments and regulators, and meet changing expectations from investor communities. In short, the Circular Economy is today considered by many as a key value driver and key source of competitive advantage.

Yet, this fundamental shift also raises many new questions: How to make most from the Circularity Economy? Which opportunities and challenges do we face? How to adapt to changing customer behaviours? Which new offers and revenue models will we need? How to reach new decision-makers? How to lead conversations with clients on implementing circular business models? How to set up marketing and sales for success in a Circular Economy? Against this backdrop, our Discovery Event explores how the Circular Economy affects customer and employee relationships, business models and market offers, and discuss how this megatrend will shape the marketing and sales skills we need today and tomorrow for achieving sustainable business growth.

Keynote Speakers

Atalay ATASU

INSEAD Professor of Technology and Operations Management
The Bianca and James Pitt Chair in Environmental Sustainability

Atalay’s research focuses on socially and environmentally responsible operations management, with topics of interest including the circular economy, extended producer responsibility, and environmental regulation.

He co-directs the Sustainable Business Initiative (SBI) and the new INSEAD Business Sustainability Programme. The SBI partners with academic institutions and organisations to produce and disseminate sustainable business knowledge. Its vision is to be a collaborative platform for sustainability and circularity-focused organisations to share best practices, ideate and form forward-looking partnerships.

View Atalay’s related publications & videos on “Circular Economy”:

- INSEAD Knowledge article: The Devil Is in the Details When Assessing Circular Solutions
- INSEAD Knowledge article: The Circular Economy: From Enthusiasm to Realism
- INSEAD Knowledge article: How the SDGs Can Change Your Organisation, From the Inside Out
- INSEAD video: Circularity: What does it mean for business?

Atalay’s LinkedIn: https://www.linkedin.com/in/atalay-atasu-b90aa52/
INSEAD faculty page: https://www.insead.edu/faculty-research/faculty/atalay-atasu
Keynote Speakers (Continued)

Luk VAN WASSENHOVE
Emeritus Professor of Technology and Operations Management
The Henry Ford Chaired Professor of Manufacturing, Emeritus

Luk’s research focuses on aligning business models and new technologies with the UN Sustainable Development Goals, e.g., closed-loop supply chains, circular economy, and disaster and health logistics.

He co-directs the Sustainable Business Initiative (SBI). The SBI partners with academic institutions and organisations to produce and disseminate sustainable business knowledge.

View Luk’s related publications & videos on “Responsibility”:
- INSEAD Knowledge article: Humanitarian Versus For-Profit Operations: When Lines Blur
- INSEAD Knowledge article: Stakeholder Perspectives on Right-to-Repair Laws
- INSEAD Knowledge article: Making Humanitarian Operations More Sustainable
- INSEAD Knowledge article: The Hidden Cost of Solar Energy
- INSEAD Knowledge article: All Hands on Deck for the Circular Economy

INSEAD faculty page: https://www.insead.edu/faculty-research/faculty/luk-van-wassenhove

Laurence FONTINOY
Head of Circularity, Décathlon

Laurence Fontinoy serves as Head of Circularity at Décathlon, the largest sporting goods retailer in the world with over 2080 stores in 56 countries. She is also an Entrepreneur, Mentor and Investor.

Laurence has 25 years of experience in Tech. She co-founded WOOM Health, a digital health company focused on women’s health, accompanying women through all stages of their lives, exit to Apricity. Former Marketing Director of Google Spain and Portugal and held positions as Marketing Director and Business Development at eBay.

She holds a degree in Management Engineering from University of Louvain, MBA from IESE and an exchange at Stern Graduate School of Business (NYU). She is a mother of three.

Laurence’s LinkedIn: https://www.linkedin.com/in/laurencefontinoy
Discussion Facilitators

Wolfgang ULAGA
INSEAD Professor of Management Practice
Co-Director, INSEAD Marketing & Sales Excellence Initiative (MSEI)

Wolfgang works with senior executives and managers around the globe on building and growing competencies and skills in marketing and sales of products, services, customer solutions, and new digitally-driven cloud-based business models in both consumer and business-to-business (B2B) markets. His research focuses on how companies can unleash recurring revenue growth through offers integrating, hardware and software, data and analytics.

He co-directs INSEAD B2B Marketing Strategies in a Digital World Executive Education open enrollment program and MSEI Subscription Business Bootcamp.

Wolfgang’s LinkedIn: https://fr.linkedin.com/in/wolfgang-ulaga-813a6916
INSEAD faculty page: https://www.insead.edu/faculty-research/faculty/wolfgang-ulaga

Christoph SENN
INSEAD Adjunct Professor of Marketing
Co-Director, INSEAD Marketing & Sales Excellence Initiative (MSEI)

Christoph conducts research and transfer projects in cooperation with companies, such as ABB, BASF, Coca-Cola, DSM, Evonik, Geberit, General Electric, Hoffmann-La Roche, Konica-Minolta, Maersk, Microsoft, Pfizer, Schindler, Schneider-Electric, Sonos, Swiss Re, Tetra Pak, Vodafone, WMF, and Zebra.

He teaches in INSEAD B2B Marketing Strategies open enrollment program and directs the INSEAD Research Consortium on Breakthrough Business Relationships (BBR).

Christoph’s LinkedIn: https://www.linkedin.com/in/christophsenn/
INSEAD faculty page: https://www.insead.edu/faculty-research/faculty/christoph-senn

Loic SADOULET
INSEAD Affiliate Professor of Economics

Loic has been designing and directing programmes (in addition to teaching) for companies that want to reinvent themselves. Rather than taking a competitive industry view, his approach is to tackle significant and meaningful societal problems and align the company around solving those. ESG becomes not a compliance focus, but a source of innovation. He has worked in a variety of sectors (including with Décathlon) on those issues.

Loic’s LinkedIn: https://www.linkedin.com/in/lo%C3%AFc-sadoulet-386588/
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## Programme Agenda: 21st and 22nd June 2023

<table>
<thead>
<tr>
<th>Date/ Time (CET)</th>
<th>Programme</th>
<th>Venue</th>
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<tbody>
<tr>
<td><strong>21st June 2023</strong></td>
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<tr>
<td>19:00 – 21:30</td>
<td>MSEI Pre-Event Welcome Dinner</td>
<td>Le Cercle, INSEAD Europe Campus</td>
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<td><strong>22nd June 2023</strong></td>
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<tr>
<td>08:00 – 08:30</td>
<td>Registration &amp; Welcome Coffee</td>
<td>INSEAD Europe Campus</td>
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<td>08:30 – 09:00</td>
<td>Welcome &amp; Introduction</td>
<td>Amphi Loudon/ Zoom</td>
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<td>Wolfgang Ulaga and Christoph Senn, INSEAD MSEI Co-Directors</td>
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<tr>
<td>09:00 – 10:30</td>
<td>Keynote Presentation: The Circular Economy - From Enthusiasm to Realism</td>
<td>Amphi Loudon/ Zoom</td>
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<td>Atalay Atasu and Luk Van Wassenhove, INSEAD Sustainability Business Initiative (SBI) Co-Directors</td>
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<td></td>
<td>Q&amp;A with Atalay &amp; Luk</td>
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<td>10:30 – 11:00</td>
<td>Networking Coffee Break</td>
<td>Amphi Loudon</td>
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<td>11:00 – 11:45</td>
<td>Break-Out Session 1: Discussion in small break-out groups</td>
<td>Breakout Rooms 0.01 – 0.06/ Zoom</td>
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<td>11:45 – 12:30</td>
<td>Group Report-Outs, Discussion</td>
<td>Amphi Loudon/ Zoom</td>
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<td>Discussion in plenary (full group)</td>
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<td>12:30 – 13:30</td>
<td>Networking Lunch</td>
<td>Main Restaurant</td>
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<td>13:30 – 14:30</td>
<td>Company Spotlight: Circular Business Model Innovation @ Décathlon</td>
<td>Amphi Loudon/ Zoom</td>
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<td>Laurence Fontinoy, Head of Circularity, Décathlon</td>
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<td>Q&amp;A with Laurence</td>
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<tr>
<td>14:30 – 15:00</td>
<td>Break-Out Session 2: Discussion in small break-out groups</td>
<td>Breakout Rooms 0.01 – 0.06/ Zoom</td>
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<td>15:00 – 15:15</td>
<td>Networking Coffee Break</td>
<td>Amphi Loudon</td>
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<td>15:15 – 15:45</td>
<td>Group Report-Outs, Discussion</td>
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<td>Discussion in plenary (full group)</td>
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<tr>
<td>15:45 – 16:00</td>
<td>Wrap-Up &amp; Outlook on next MSEI events and activities</td>
<td>Amphi Loudon/ Zoom</td>
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<td>Networking opportunity among MSEI Members</td>
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Pre-Event Preparation

Online Pre-Survey:

Please complete a simple diagnostic survey here by 5 June 2023.

Assignment:

- **For in-person participants:**
  Please bring along an example of a circular business initiative that is relevant to your area of responsibility.
- **For virtual participants:**
  Please have an electronic version of an example of a circular business initiative that is relevant to your area of responsibility.

Suggested Further Reading:


Contacts

Many thanks in advance for joining us in this exciting Discovery Event. We are already very much looking forward to meeting you soon!

For any question regarding your event participation, please contact:
- Wai Yee FONG (waiyee.fong@insead.edu)

You may also reach out to MSEI Co-Directors:
- Prof. Wolfgang ULAGA (wolfgang.ulaga@insead.edu)
- Prof. Christoph SENN (christoph.senn@insead.edu)

*Please note that MSEI reserves the right to adapt or change the program agenda any time depending on current circumstances.*
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