

# Circular Economy: New Business Models & Customer Relationships

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

21<sup>st</sup> – 22<sup>nd</sup> 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 Tech Talk X: [Circular Fashion: Accelerating New Business Models for Circular Growth](#)
- 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 Tech Talk X: [Circular Fashion: Accelerating New Business Models for Circular Growth](#)

**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/>

**INSEAD faculty page:** <https://www.insead.edu/faculty-research/faculty/loic-sadoulet>

# Programme Agenda: 21<sup>st</sup> and 22<sup>nd</sup> June 2023

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

# 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:

- Moving the Needle on Sustainability: You Can't Just Get the Product Right - You May Need to Change Consumer Behavior Too. By Goutam Challagalla and Frédéric Dalsace, *Harvard Business Review*. November-December 2022. Pages 130-137.

# 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.*

**INSEAD Europe Campus**  
Boulevard de Constance  
77305 Fontainebleau Cedex, France  
T +33 (0)1 60 72 40 00

**INSEAD Asia Campus**  
1 Ayer Rajah Avenue  
Singapore 138676  
T +65 6799 5388

**INSEAD Middle East Campus**  
Al Khatem Tower, ADGM Square  
Al Maryah Island, P.O. Box 48049  
Abu Dhabi, UAE  
T +971 2 651 5200

**INSEAD San Francisco Hub**  
224 Townsend Street, San Francisco,  
CA, 94107 United States of America  
T +1 888 546 7323

[www.insead.edu/centres/marketing-and-sales-excellence](http://www.insead.edu/centres/marketing-and-sales-excellence)