



Rijkswaterstaat
Ministry of Infrastructure
and Water Management



Circular office furniture

The change from a
linear to a circular
perspective

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Public Procurement in the Netherlands



Purchasing categories

33 purchasing categories divided over 20 governmental organisations





Category management

- Compose a government-wide vision and purchasing strategy for the entire life cycle of a product or service
- Point of contact suppliers



Design



Production



Purchase



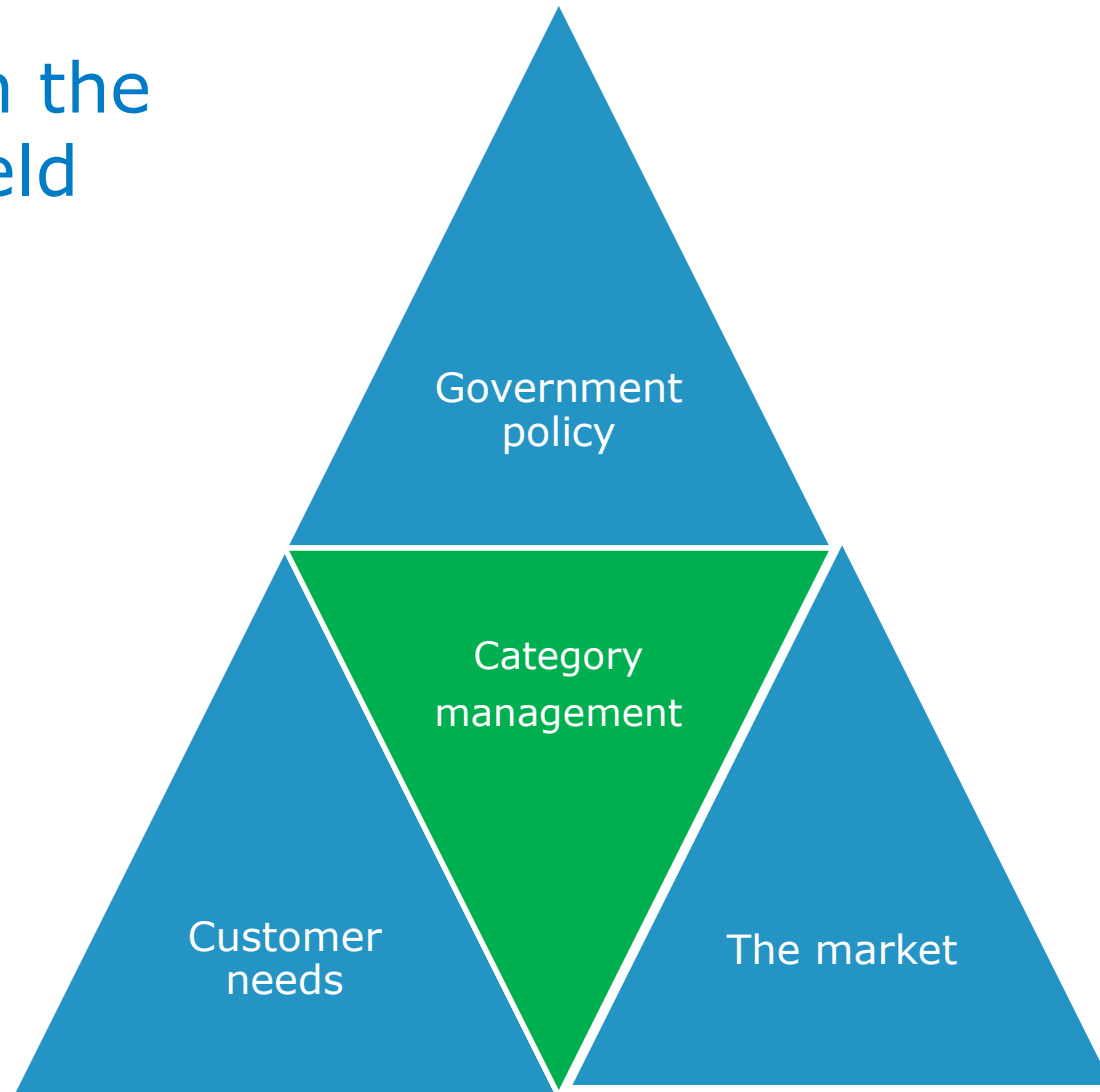
Use



Repel and Reuse



Position in the playing field





Customers

- 30 organisations
- Divided throughout the country
- Managing their own budgets
- Each with unique specific targets
- Circular economy is not their primary goal



Spend and contracts office furniture

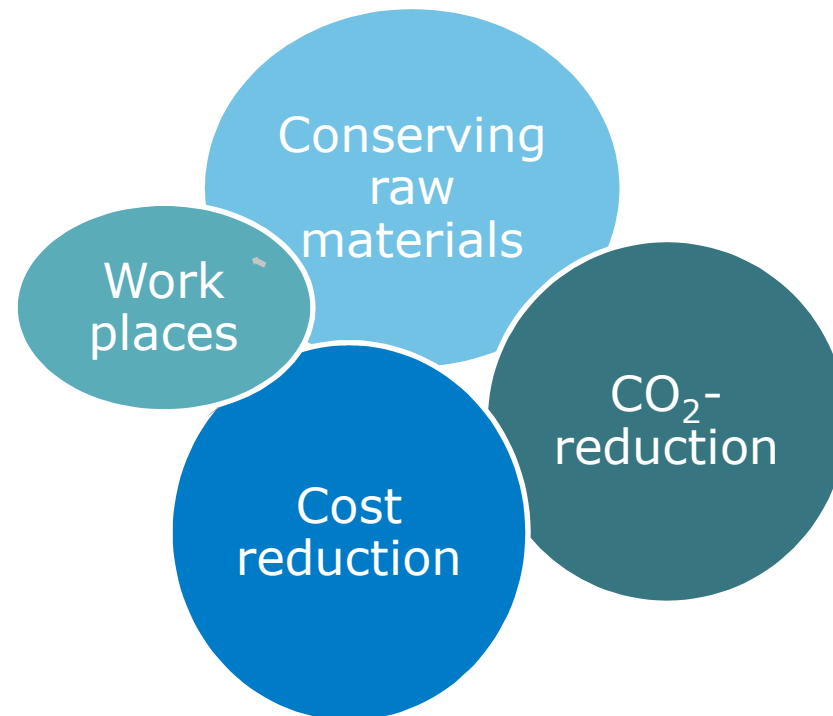
- Average spend €35 million
- 15 framework agreements
- 8 suppliers





A circular economy in the Netherlands by 2050

➔ **100% circular government**



➔ **Green Deal Circular procurement
10 % circular purchase**




My story









An aerial photograph of a dense, dark green forest canopy. The trees are packed closely together, creating a textured, undulating surface. Sunlight filters through the canopy, creating bright, glowing patches and long, dark shadows that stretch across the forest floor. The overall color palette is dominated by deep greens and browns, with highlights of golden light where the sun hits.

We do not inherit the Earth from our
parents, we borrow it from our children

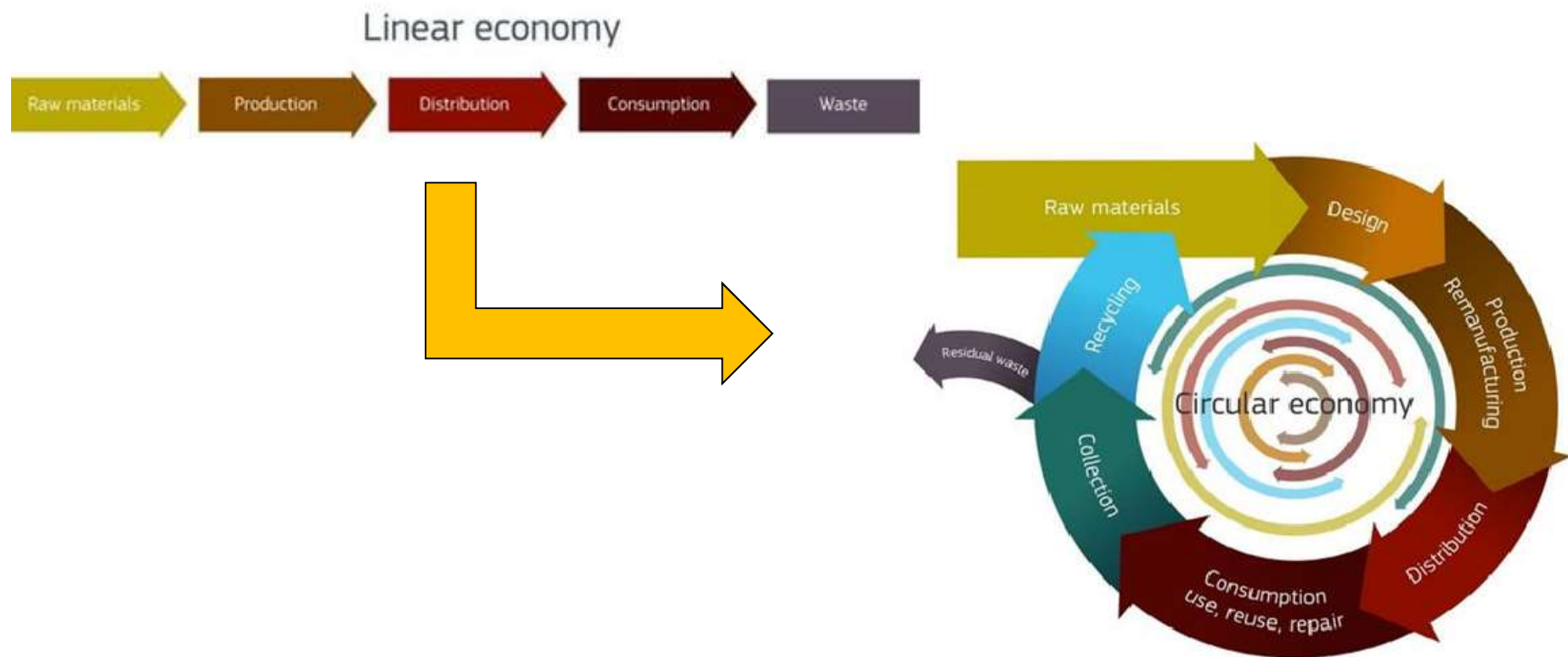
ANTOINE DE SAINT-EXUPÉRY



Our ambition



Transition to a full circular purchasing category for the entire dutch government







The beginning



Strategy

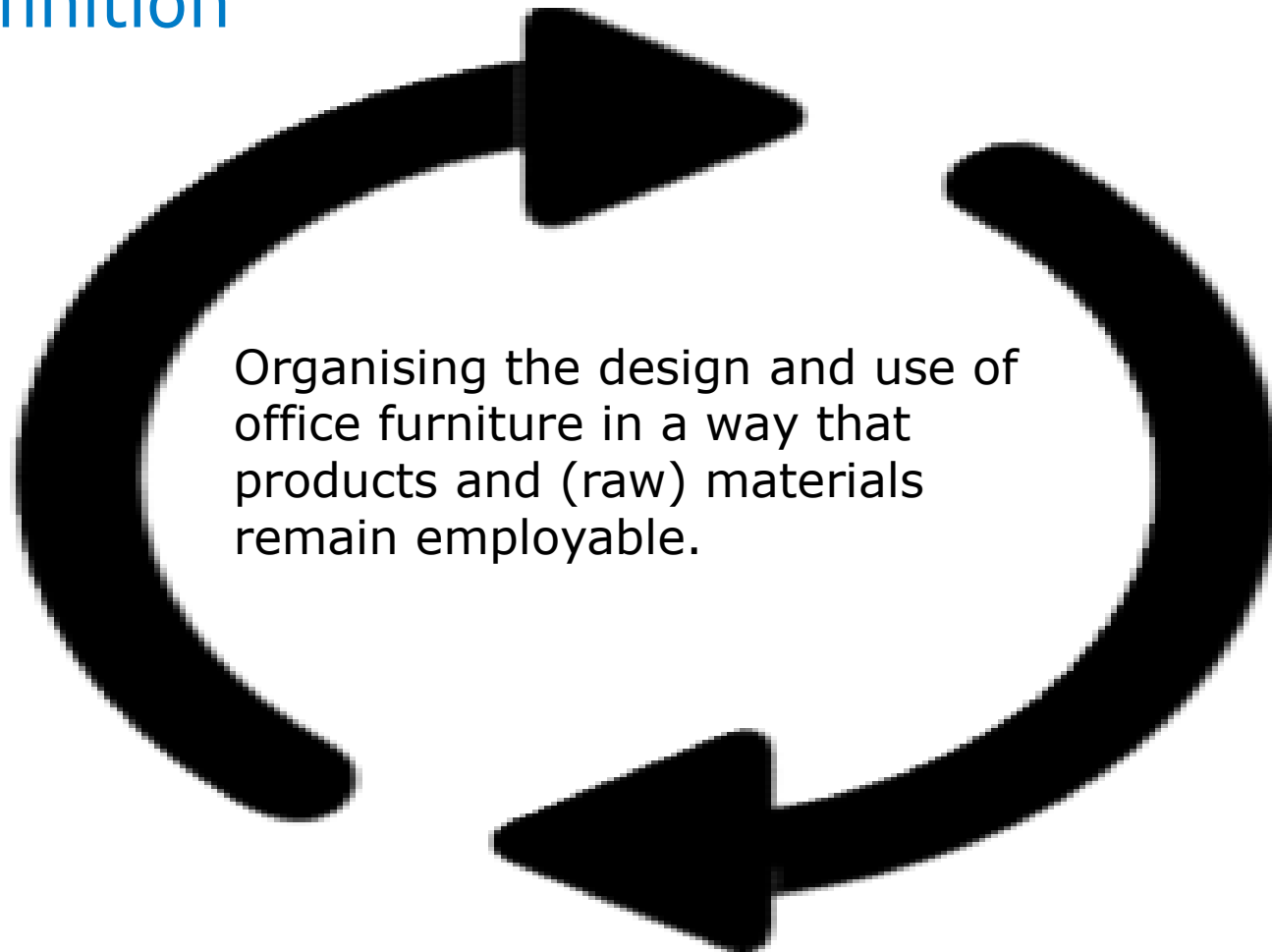
- Installed a team of experts
- Performed a business case by external advising company *Turntoo*

'The path towards a circular category office furniture'



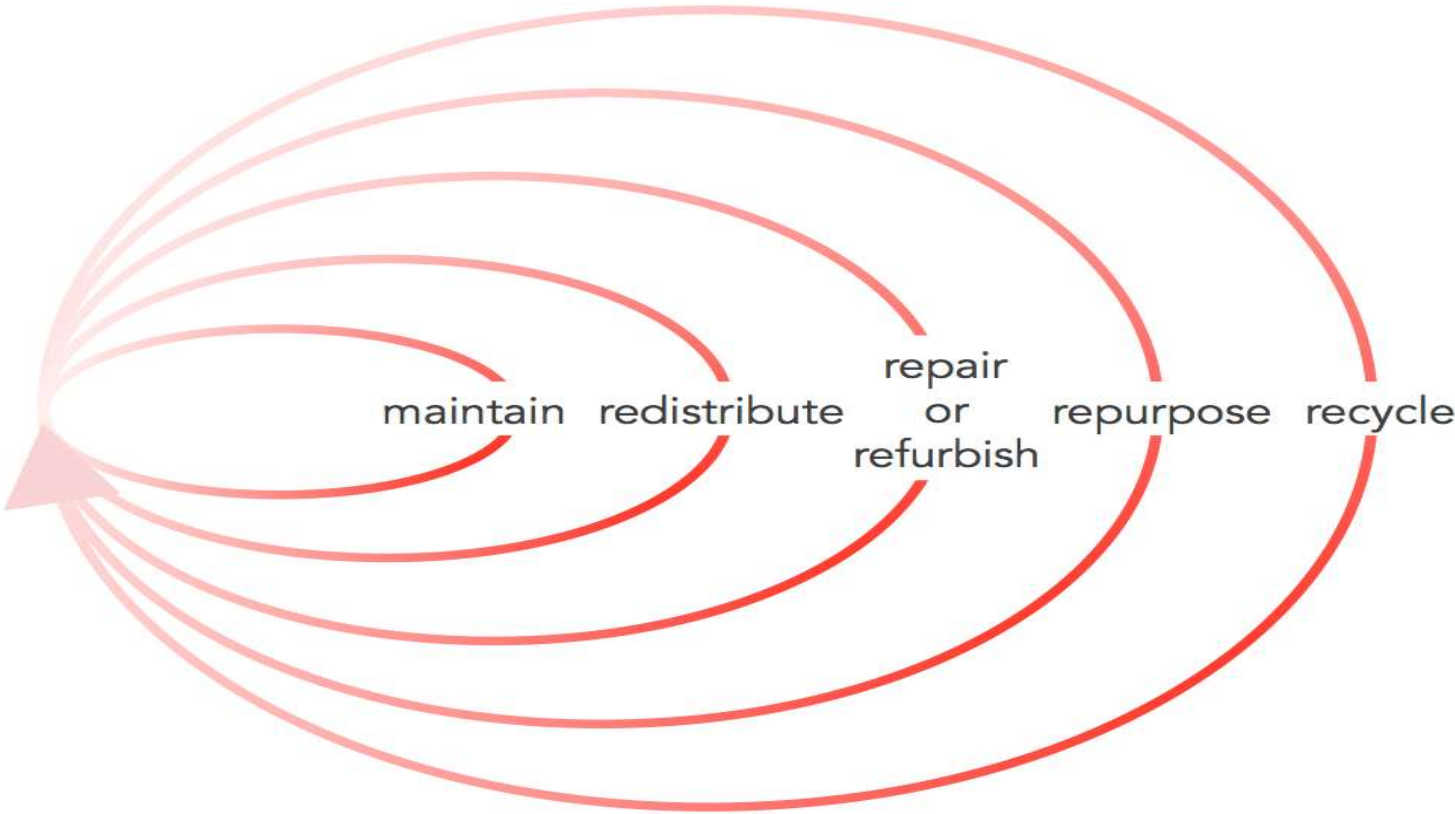


Our definition





Circular loops





The Strategy



How?

- Vision and strategy for entire category (categoryplan)
- Conducting several tenders
- Rijkswaterstaat as leading organization



Starting points

1. We use existing furniture for as long as possible, through maintenance, repair and refurbishment.
2. When we buy new furniture, it meets strict circularity requirements
3. All the circular furniture has a high quality, and meets our functional and aesthetic requirements

Other goals

- Equal or lower costs
- Maintain customer satisfaction



If you think circular procurement is solely the responsibility of the procurement department...

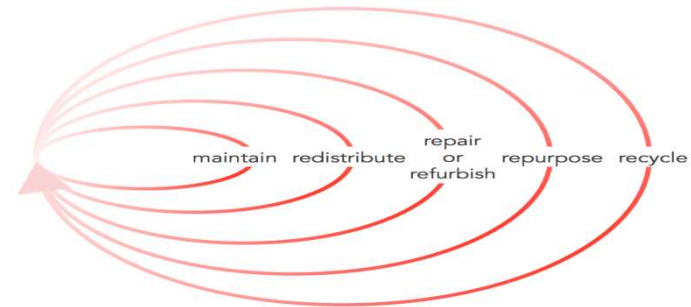
...you are wrong!

It involves the *entire* business



Coporate Social Responsibility

- Sustainability policy
- Reorganise internal processes
- Rethink financial structures
- Create new jobs





Internal support

- Organised several internal management sessions for support
- Spread the word for exposure





The tender



Circular furniture, tender 2017

- 100.000 workspaces
- €200 million (10 years)
- 28 participating organizations





Market consultation

- 6 suppliers
- Focus on: reuse, extending life cycle

Results

- Long term contracts for circular development
- A supplier who can maintain, repair and refurbish existing furniture as well as delivering new circular furniture
- Revenue model: buy and buy-back (10y), pay-per-use (5y), lease
- New circular furniture has a material passport



Scope tender

1. Maintenance, repair and refurbishment of existing office furniture
1. Supply and maintenance of (new) circular office furniture



Award criteria:

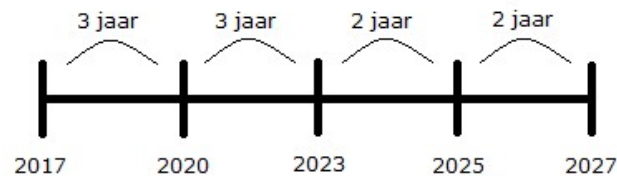
Criterion	Points to be gained	Weight	Subweight	Sub-subweight	Maximum points
Price	100	20%	Does not apply	Does not apply	20
Quality		80%	Question 1 – action plan: 45%	Circular development - 33,3%	45
				Stimulation measures - 33,3%	
				Cooperation - 33,3%	
			Question 2 – Circular features of product: 20%	Office chair model 1 - 20%	20
				Office chair model 2 - 20%	
				Single desk, mechanically adjustable- 20%	
				Conference chair - 20%	
				Cupboard- 20%	
			Question 3 - Social return: 15%	Does not apply	15
Maximum score 100					

80% Quality, 20% Price



Contract duration

- Initial duration 3 years



- Optional prolongation 3 + 2 + 2 years
- Go/no go prolongation by achieving norms Key Performance Indicators

By contracting multiple suppliers we...

...stimulate market forces

...exchange experiences between participants

...exchange experiences on circularity between suppliers



Selected suppliers



'This was the most challenging tender of the year.'

'Quality was really decisive in this tender.'



'This tender is a milestone in history'



Implementation



Extensive implementation process

With our suppliers

- Innovative cooperation
- Realising our circular ambitions
- Setting up key performance indicators: one-sided, two-sided, development KPI's
- Stimulating participants to reuse their existing furniture

With the participants

- What are the experiences?
- What are the standards, when to refurbish?
- How to exchange excess furniture?



Key performance indicators

- Customer satisfaction
- Delivery times
- Quality of service
- % of furniture maintained, repaired and refurbished
- % of new circular furniture delivered
- % of refurbished furniture relative to new furniture delivered
- % of recycled and biobased material used in new circular furniture
- % of new circular furniture that has a material passport



Lessons learned



Experiences

- The circular ambition for furniture has landed in many organisations
- The participants are reorganising their organizations for optimal reuse
- We spend more time on the implementation process than expected. Therefore we had time to find out how to realise our goals practically.
- The relation between central procurement, the facility organisations and the supplier ensures an integral approach and optimal cooperation
- The main focus of our suppliers is selling new circular furniture in the first year. After the first year the focus will shift towards reuse of furniture.
- We don't always have furniture to reuse.



Lessons learned

- Set a clear goal
- Define circularity and be consistent in your tender documents
- Appoint an integral team (procurement officer, contract manager, legal officer, circular expert)
- Involve the entire organisation and search for ambassadors
- Define what sort of supplier do you need to reach your goal
- Define which form of contract applies best to your organisation
- Choose a longer contract period
- Train the assessors about your definition of circularity and goals

Take your time and hold on!





What's next?



Actions

- Stimulating reuse of existing furniture by gaining support
- Monitoring the contracts and the results
- Developing a tool for measuring CO₂ reduction and circularity

Inspire other people and organisations to take the first step!



*If you change nothing,
nothing will change*



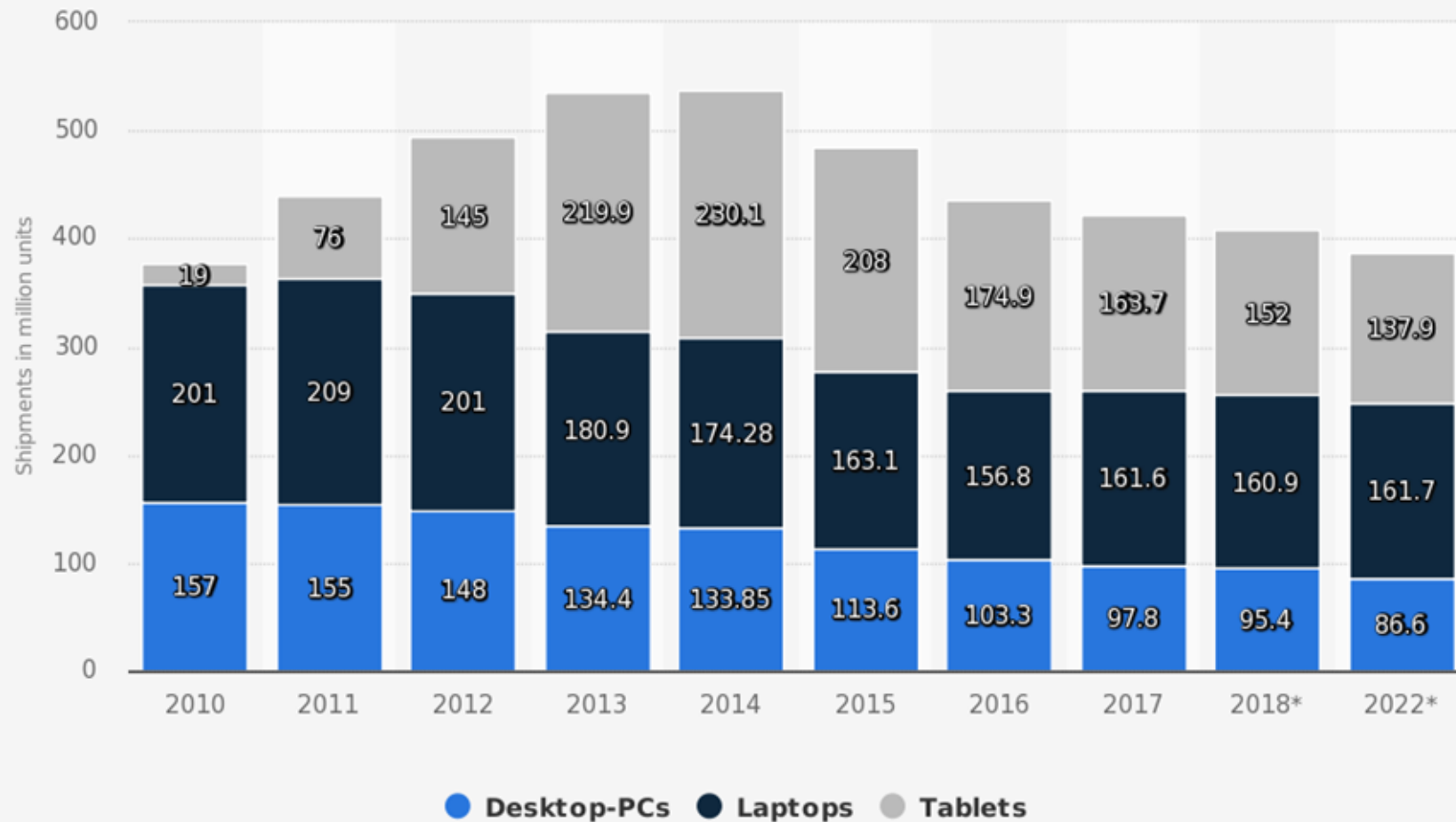
The end



**Innovative circular economy as a driver for
sustainable economic growth**

digitalization is HUGE

Shipment forecast of tablets, laptops and desktop PCs worldwide from 2010 to 2022 (in million units)*

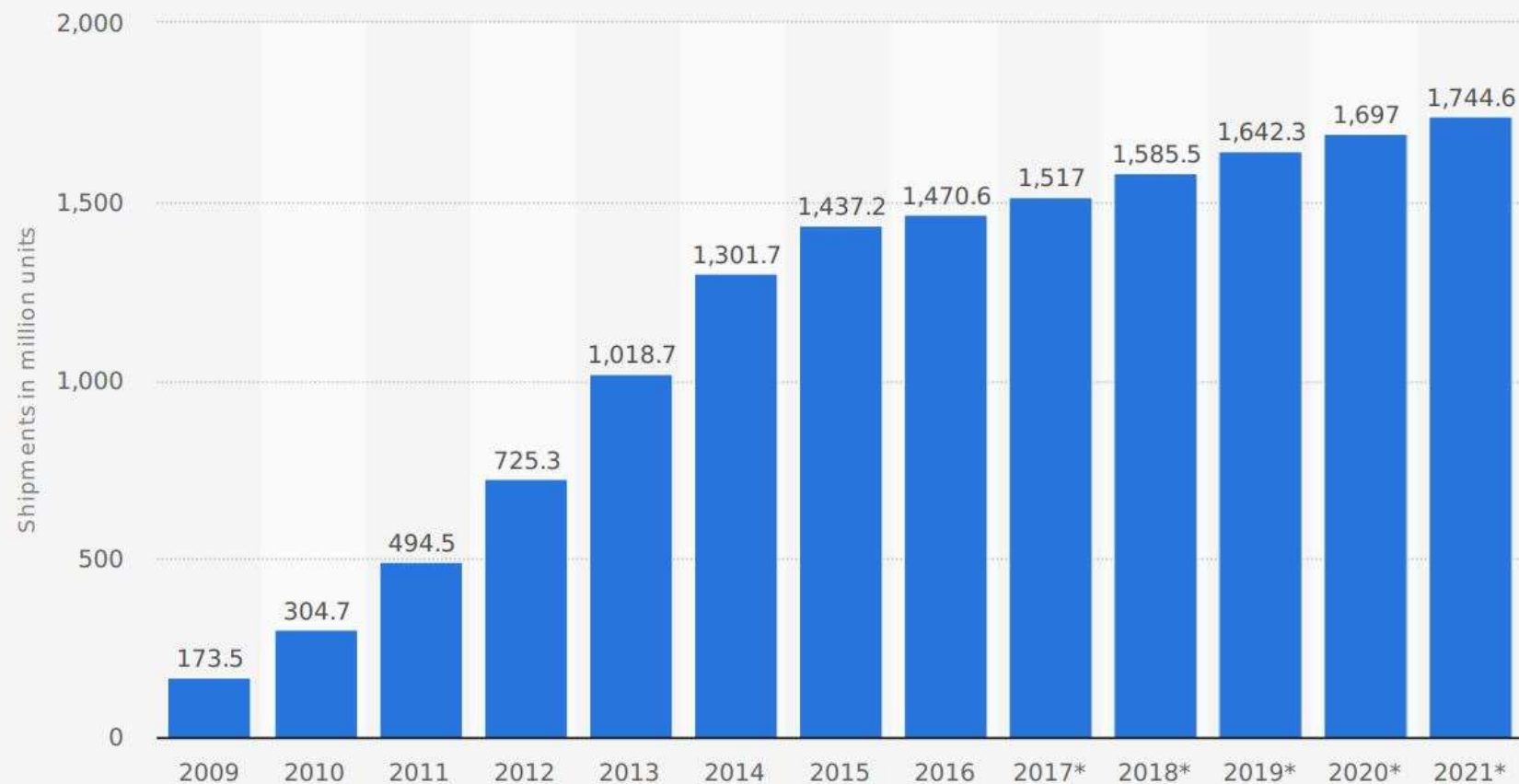


Source
IDC
© Statista 2018

Additional Information:
Worldwide; 2010 to 2018

REALLY HUGE

Global smartphone shipments forecast from 2010 to 2021 (in million units)*



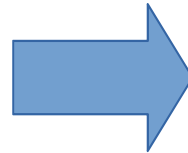
Source
IDC
© Statista 2017

Additional Information:
Worldwide; IDC; 2010 to 2017

questionable effects of digitalization

resource efficiency?

required resources to produce one ordinary desktop PC + TFT



22 kg
chemicals



240 kg
fuel



1.500 l
water



1500 kW/h
energy

electronic waste catastrophe



current recycling process is insufficient
→ huge waste of valuable resources

60% of (worldwide) e-waste still end up in landfills
→ severe effects on environment

There is much to be done!

Are we talking about digitalization?

increasing demand



- digitalization offers great chances to transform our world to a positive future
- requirement for reliable **and** affordable IT infrastructure to meet future needs

v
e
r
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constant budgets



- improper budgets + organisational deficits cause limited access to professional IT solutions
- risk of educational deficits (digital gap)
- massive effects on economy + society

great challenges → great opportunities

Take a break!

Is this the best way we can do?

Compuritas – solution for challenges of digitalization

Supply

Business hardware from

- large + medium enterprises
- public administration
- lease returns
- broker market

Compuritas

refurbishment + marketing

- logistics
- data erasure
- refurbishment
- sales + support

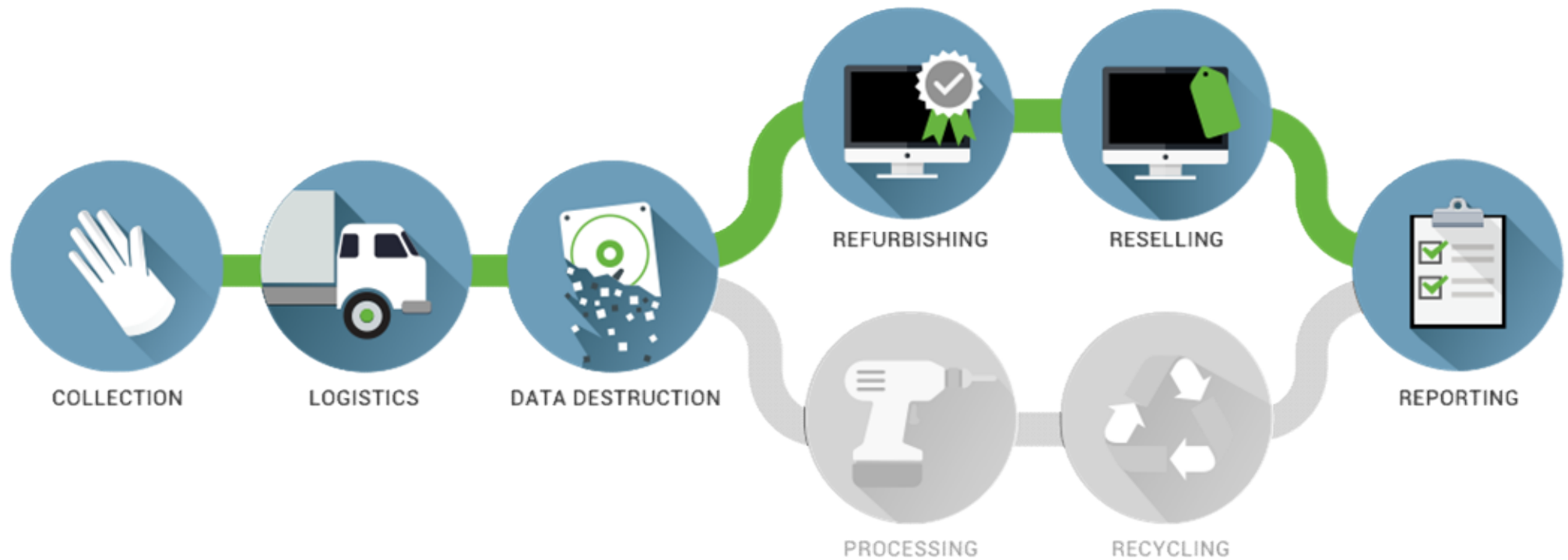
Demand

re-marketing

- b2edu
- b2NPO
- b2b
- b2c



how it works



IT refurbishment – a win win



ready for a digital future

- affordable high-grade infrastructure
- better equipment = better education



economy + society

- boost for regional economy and job market
- trendsetting towards a sustainable society

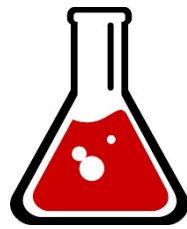


planet earth

- see next slide (drumroll... ;-)

environmental benefit

Through IT refurbishment the life cycle of each device is increased by 50-100%. This saves many production resources* and is a significant achievement for environment and society!



22 kg
chemicals



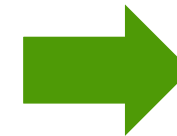
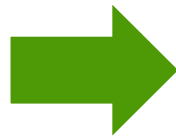
240 kg
fuel



1.500 l
water



1500 kW/h
energy



* savings compared to the production of an equivalent new device

making impact...



NATIONAL

WINNER
BEST SOCIAL IMPACT STARTUP
WWW.CESAWARDS.COM



→ Europe's most awarded IT refurb. company

→ Austrian face for IT refurbishment

→ enormous media coverage

→ high level of awareness

→ positive image

- 1) Austrian national award f. resource efficiency 2018
- 2) Styrian Panther 2016
- 3) Central European Startup Award 2015 (national winner)
- 4) PULS4 TV Startup Show Award 2013
- 5) Austrian Climate Protection Award 2012
- 6) ÖGUT Environmental Award 2012
- 7) Environmental Award city of Graz 2012
- 8) Trigos Austria 2011
- 9) Trigos Styria 2011
- 10) AIESEC Young Entrepreneurship Award 2011
- 11) International Sustainable Entrepreneurship Award 2012 (nominee)
- 12) Constantinus 2012 (nominee)



we provide digital impact

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