

Green Deals

Duurzaam uit de Crisis

Repair Shared Service Center

“

We care

*Care means attentiveness and consideration for people, things, and the environment. To care means to take responsibility for the cause and effect of our own actions, recognizing the interconnectedness of the world and the human agency in it. The importance of care in relation to designed objects (these would include clothing and other fashion products) was emphasized by the designer and educator Victor Papanek in his influential book *Design for the Real World* (1971). Papanek argued that normalizing disposability of things we use has damaging consequences for the environment, social justice and also for our personal relationships. “Throwing away furniture, transportation vehicles, clothing, and appliances”, he believed, “may soon lead us to feel that marriages (and other personal relationships) are throwaway items as well, and that on a global scale, countries and, indeed, entire subcontinents are disposable like Kleenex”.*

from: Conde Nast

”

Circular Textile

as a key enabler for sustainable recovery

In the Metropool Amsterdam, we have the ambition to process 50% of the textile in a closed loop by 2030 and to use 30% recycled material from discarded used textiles by 2025. This means that we recycle regionally discarded textiles in the region, reduce the sale of virgin textiles, and create new economic activities with business models high on the R ladder such as borrowing, second-hand / vintage and repair. This requires innovation in the field of recycling technology, businesses and also textile education. In view of Covid 19 and the need for new economic activity, accelerating the work towards a circular textile industry will create jobs, accelerate reduction of CO emissions in the region and strengthen the Metropools' reputation for circular textiles. With saving textiles from incineration we have the potential to avoid 22 million ton of CO2 eq.

**Amsterdam
Economic
Board**

The commitments

within the Green Deal Circular textile

Within the Green Deals multiple parties are committed to the ambition to work towards a circular industry over the next three years. This means that collections will become circular due to 1. the application of Post-Consumer Recycled Content (PCT) in garments (re cycling) of a minimum of 10% and/or 2. collections are based on circular business models to use products longer and close cycles (re-use, repair, re-commercing, repurpose). This can only be achieved if all stakeholders invest in:

- qualitative and quantitative improvement of the processing of discarded textiles,
- knowledge building and dissemination of all aspects of circularity, awareness among end users,
- focussed use of purchasing power and financial means.

Reducing the quantities of textiles, improve the quality and longevity and scale recycling can only be achieved if brands, producers, knowledge & educational institutions, financial institutions, governments and end users make an effort.

We have identified the following initiatives within this deal:

- Repair Shared Service Center
- Circular Fashion Innovation Lab PCT
- Full integration circular principles in textile education
- Procurement of circular work textiles
- (semi) governments,
- Care (protective jackets)
- Awareness campaign for behavioral change.

Repair Shared Service Centre

This deal relates to the following objective:

Extending the life of used garments - upscale to volume & impact

The need & urgency

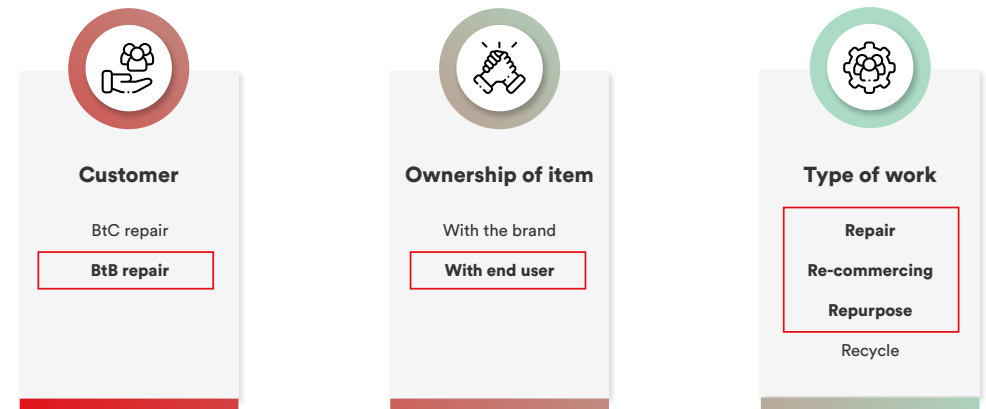
1. There is a growing need for a sustainable fashion & apparel industry worldwide;
2. There is increasing concern about the growing amount of local textile waste;
3. Current fast fashion linear models although promoting sustainable products, result in an ongoing growth of volume, outdoing the positive effects of more sustainable items;
4. The Dutch national ambition focuses solely on recycling, we want to focus also on longevity;
5. Increasing the longevity of products can reduce the CO2 emission from incineration and saves 6,3 Kton new/virgin material with additional saving potential if beyond repairs are recycled instead of incinerated.

We see an opportunity to join forces to enable repair on a large scale

Repair services, re-commencing and repurposing are expensive activities. It requires skilled people, a good IT infrastructure, logistic services and scale. It requires the creativity and entrepreneurial skills of a few frontrunners who acknowledge their important role to contribute to a positive impact on the fashion industry, to make this available for their customers and to actively embrace this opportunity jointly. We expected that the combination of scale to create efficiencies and reduce repair costs, combined with citizens getting more likely to understand the value of repair, enable a solid business case in the near future.

What is a Repair Shared Service Center?

The Repair Shared Service Center is a business that offers an integrated combination of analysis, repair and repurpose activities for brands and retailers on clothing items owned by end users. The activities consist of an integrated approach from logistics, review, contact with owner, repair, repurpose, integrated in operational systems of companies and with home delivery for end users, the owners of the products. Brands and retailers outsource the services they offer to their clients to the RSSC with agreed Service Level Agreements (SLA).



What do we want to achieve?

Short term

- Launch a first repair service Proof of Concept/pilot by the end of 2021 with 100 repairs per brand/retailer
- Phased approach with KPI per phase to grow to next levels
- Support brands and retailers to integrate repairs as part of their offerings to end users
- Create job and reskilling opportunities

Long term

- 25.000-30.000 repairs on an annual base
- The RSSC to be a self sustaining business

The RSSC in 5 years time

In 5 years time the Repair Shared Service Center delivers consistently professional and high performing repair, re-commercing, re purpose and recycling services , supporting around 40 different brands large and small distributing a variety of services catering for seasonal peaks. Outstanding services with an IT environment which is easy and secure to connect with and a sustainable logistic service, offer high quality customer experience, whilst brands and retailers manage their own communication, branding, marketing and any other communication. The RSSC is a showcase example of how a holistic and phased approach with different partners contributes to a self sustaining business. The RSSC not only delivers on repair services but likewise integrating social services e.g. by helping educational institutions for fashion and textile in the region to transition to circular graduates, integration of immigrants, re integration of people who lost their jobs and reskilling for lifelong learning. The center contributed significantly to the reduction of volume of clothes.

How do we collaborate?

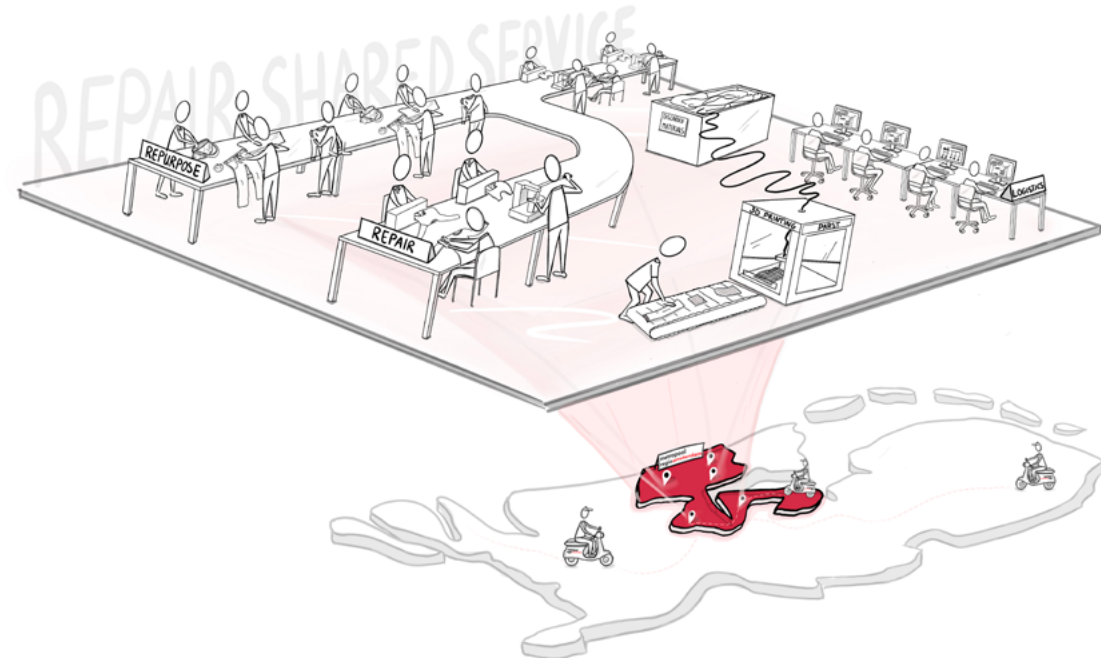
We want to achieve our goals by working holistically and with a shared interest. We need one another as we are unable to achieve the goals by ourselves in the time that we have in mind. We want to leverage the advantage that we have by joining forces and building on each other's experience. We will look for ways in which we all contribute a fair share in time, money and knowledge to make this work and develop towards a sustainable business model for the partners and the industry.

Jointly – we need each other to make this happen

Action and results driven – we are action oriented in order to achieve phased and bite size goals and we measure results against KPI's

Transparent – we have a shared interest and we rely on each other for the expertise needed from different views and the insights needed to fairly distribute cost and benefits

Transition – we have a shared interest in making the transition towards circular fashion industry a reality



Q4 '20

Agree on intentions and setting expectations;

Add missing partners (IT, logistics, research);

Q1 '21

Scope and define feasibility;

Define shared language and expectations:
explore existing repair set ups, make a visual flow
and customer journey, internal alignment within
all partners' organisations to clarify needs and
commitments;

Make a detailed business plan that includes
growth scenarios as well as a clear finance/in
vestment path;

Identify legal structure

Secure funding for next phase

Secure location (for Proof of Concept and next
phases)

Q2 '21

Detail steps towards MVP and start preparation(s)
Each brand to commit 100 repairs for PoC
Agree with all participants on KPI's/
milestones for quality, price and
efficiency for next levels PoC

Define concepts for steps after the PoC (3 months,
6 months and 9 months) and agree on KPI's
(concepts)

Secure funding for phase following Proof of
Concept

Q3 '21

Start PoC

Q4 '21

Evaluate and scale (from easy repair working
towards more complex repairs) for a min of x
brands

Business development and agreement on long
term commitments from brands

Secure funding for phase following Proof of
Concept

'22

Create network with specialists locations in MRA

'23/24

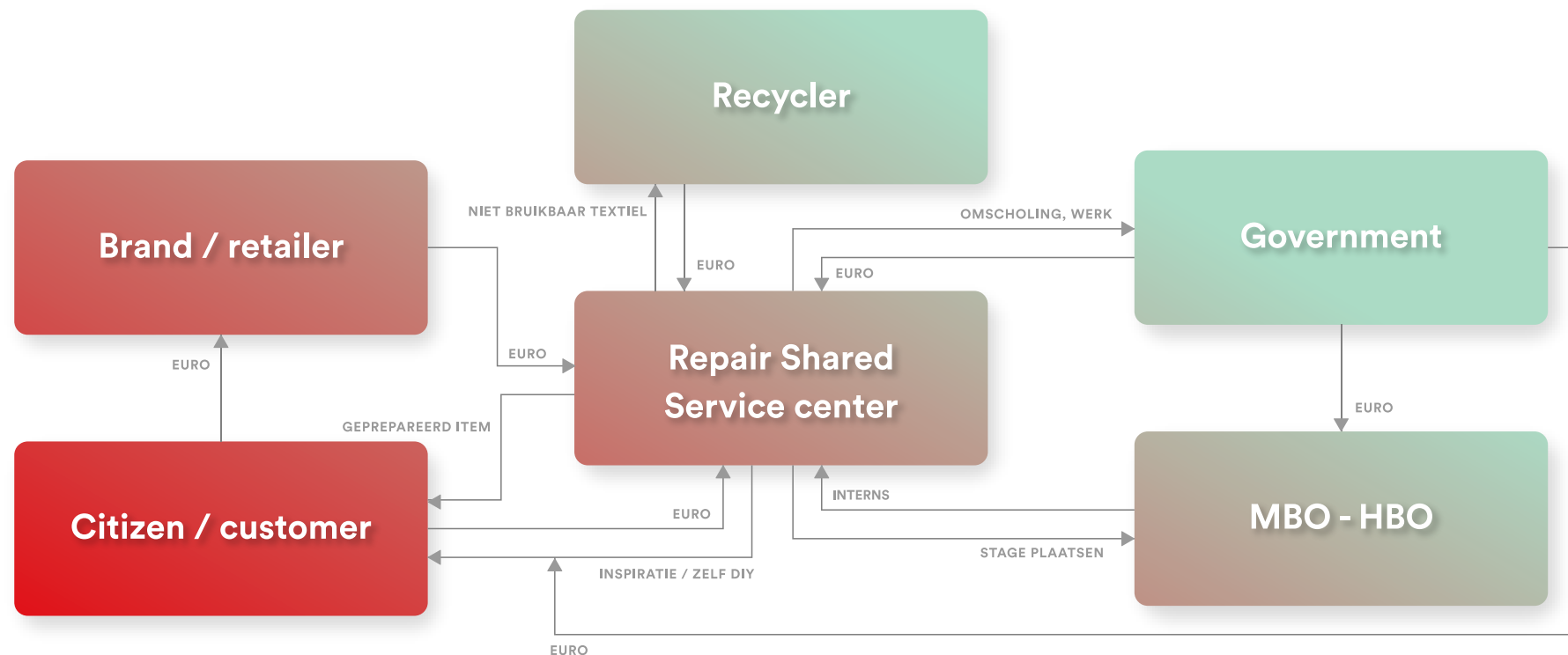
Repeat in other regions

2025

Self sustaining business with 25.000-30.000
repairs annual

The coalition of the willing

1. **Repair experts:** Makers Unite, Repair Café International
2. **Brands:** Patagonia, Mud Jeans, studio JUX and more to come
3. **Retailers:** In exploratory conversations
4. **Knowledge institute:** ROC van Amsterdam, Amsterdam University of Applied Science, Jean School, Meester Coupeur
5. **Other:** Amsterdam Economic Board, Invest MRA, MRA bureau, Gemeente Amsterdam (Economical Affairs, Waste & Raw materials, Social Affairs) and EU project REFLOW.



Individual contributions

Patagonia

- Support full and detailed scoping of the project
- Support with sharing of technical knowledge of our repair process (processes, equipment, expertise, materials for each type of product repair, also current cost model for our repairs)
- Support financial exploration for feasibility of repair center

Mud jeans

- Support full and detailed scoping of the project
- Bring 100 repairs to the PoC phase
- Support with sharing of technical knowledge of our repair process

studio JUX

- Support full and detailed scoping of the project
- Bring 100 repairs to the PoC phase
- Support with sharing of technical knowledge of our repair process

Makers Unite

- Extend our production capacity to accommodate the demand for B2B repair services in larger scale.
- Commit to a pilot project of 12 months with the objective of validating initial assumptions of productivity output, quality control and IT management.
- Commits to develop a internship program/traineeship at work for people with distance to the labour market (particularly affected by the crisis)

Repair Café International

- We will help promote the service among our (inter)national network of people interested in repair
- We will help find people to work at the service center, either in the role of repairer or in the role of teacher/mentor/supervisor - we have a network of volunteer textile repairers in the Amsterdam region

ROC van Amsterdam

- Providing students for internships and projects in the RCCS
- Provide students and young professionals (recent graduates) who participate in productions in the RCCS.
- Being a partner in training and certification.
- Bringing and obtaining knowledge and skills.
- Guiding students in the workplace.

ROM/Invest MRA

- makes capacity available for business development and support in business case development for front runners.
- makes knowledge available based on the conditions of ROM / Invest-MRA for exploration of financing circular textiles entrepreneurs
- Forward to InvestNL the possibility of setting up a fund for a temporary supplement to sales prices in order to guarantee a minimum sales price for PCR fibers that can compete with virgin material (ROM / Invest-MRA can connect with Invest-NL)

De Board

- explores, in collaboration with GreenDeal Talent and other appointed stakeholders, how to use training courses to lead people with (imminent) unemployment to a circular textile job.
- will provide resources to bring the consortium to a next phase e.g. a detailed workplan.
- strengthens the MRA circular textile ecosystem, with the aim of identifying new partners to this deal, new collaborations and partnerships;
- **the Board** and the **municipality of Amsterdam** will support in finding process and/or PoC funding.

Metropool Amsterdam (MRA) and the Board

- the **Metropool Amsterdam** and **the Board** jointly stimulate circular procurement from resp. municipalities and businesses for (services of) textiles in general and of work clothing and interior textiles in particular, for which the maintenance is part of the 'purchasing', The Repair Shared Service Center i.o. and the Circulair Fashion Innovation Lab are considered as a partner.

Municipality of Amsterdam

- **The municipality of Amsterdam** develops promotional activities, aimed at raising awareness of consumers when it comes to extending the lifespan, purchasing textile products with recycled materials, and the disposing of these products so that the products can be reused or recycled.
- **The Municipality of Amsterdam** facilitates through existing support channels when it comes to possible location for the activity, search for financial support or investment, networkpartners;
- **The Municipality of Amsterdam** facilitates through the effort of the REFLOW program with in-kind knowledge and support contribution;

House of Skills

- Expertise for the development of career paths definitions for the roles within the RSSC. This we do in collaboration with ROC van Amsterdam and other partners of HoS and will contribute to the matching of and education/training of unemployed people.
- Expertise on 'instroomtrajecten' and financial instruments for reskilling and income during training period. All to develop a multiple sided business model in order to realise a sound business case and financing

made possible by



**Amsterdam
Economic
Board**