

SDA Bocconi
SCHOOL OF MANAGEMENT

SUSTAINABILITY LAB
MONITOR FOR CIRCULAR FASHION

CIRCULAR FASHION MANIFESTO 2026

**GUIDELINES ON ECODESIGN
AND UNSOLD GOODS
MANAGEMENT**



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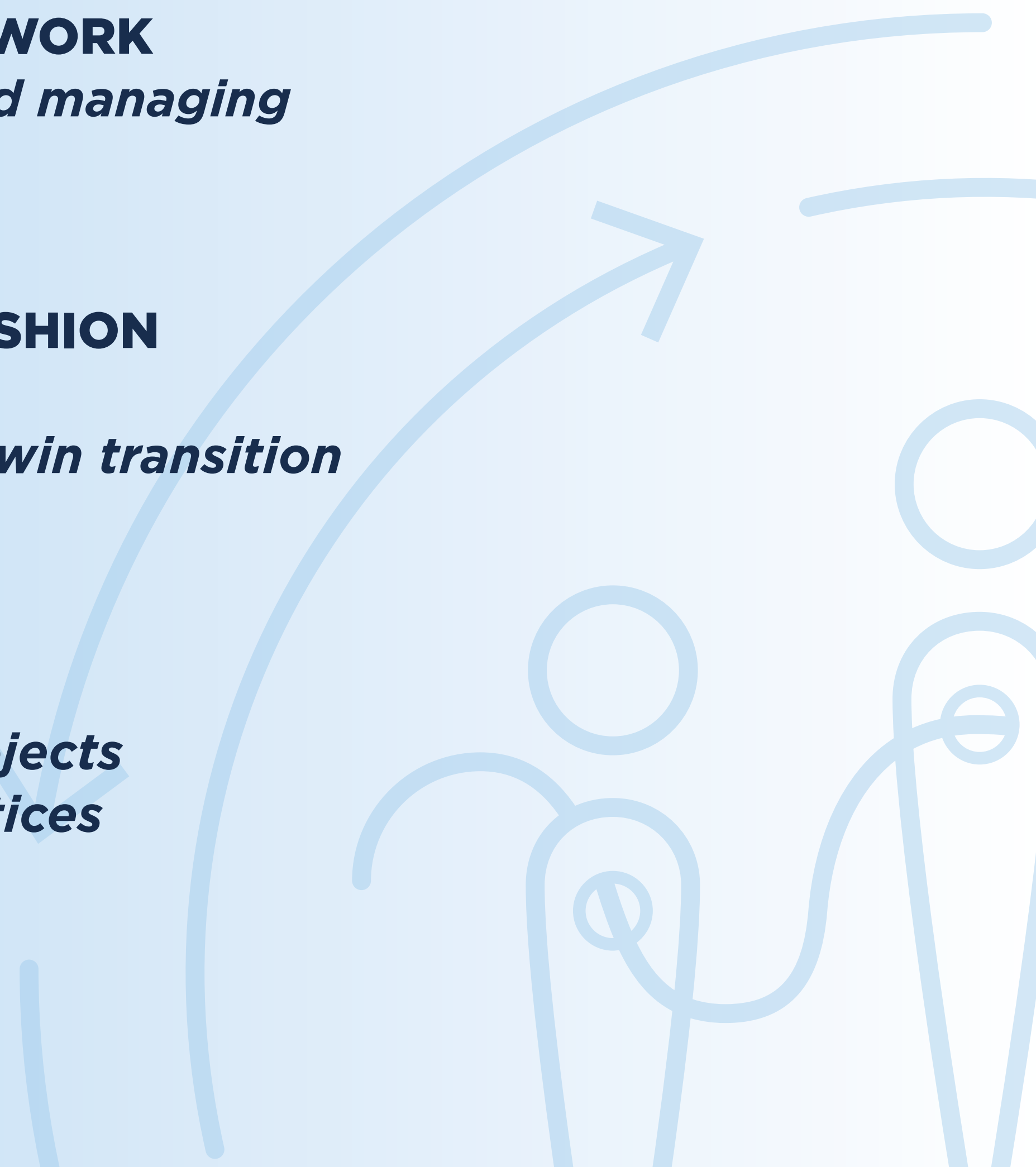
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01

M4CF 2026/2027

Goals & Partners



WHAT IS THE SDA BOCCONI MONITOR FOR CIRCULAR FASHION (M4CF)?

The M4CF is a multi-stakeholder scientific and technological community of SDA Bocconi School of Management Sustainability Lab involving leading companies in the fashion industry and players in its supply chain.

The M4CF disseminates the best practices of circular fashion, promoting technical, managerial and scientific skills, contributing to the transition towards circular business models.

www.sdabocconi.it/circularfashion



M4CF 2026/2027 PARTNERS

Partners

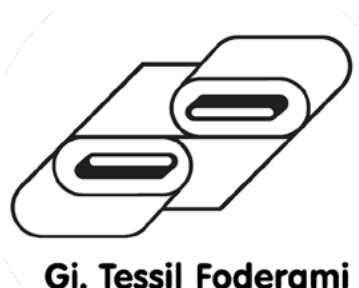








































Signatory KPIs Committee



Technical Partners





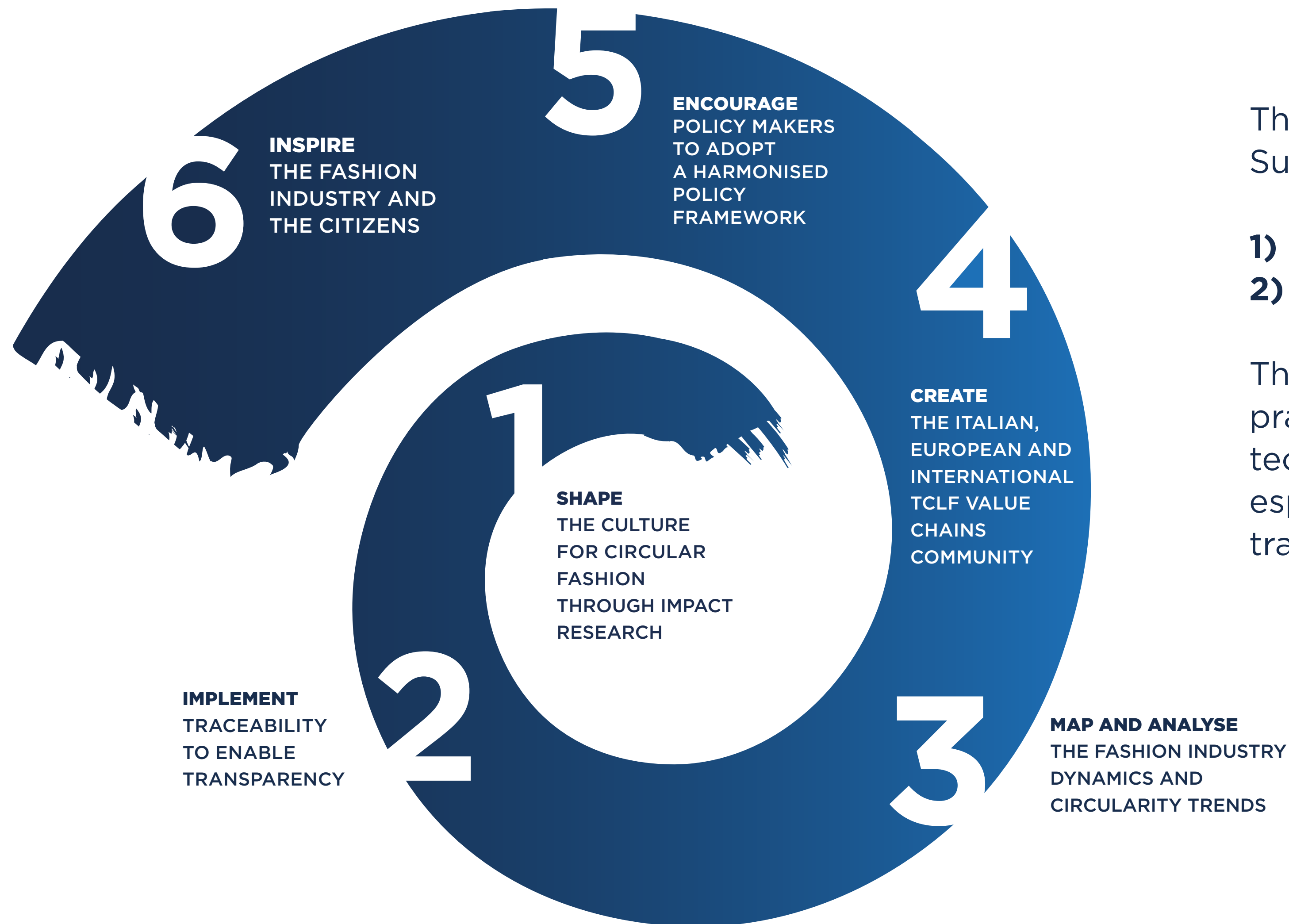








THE M4CF INTENDS TO...



The SDA Bocconi School of Management Sustainability Lab M4CF is a:

- 1) multi-year research project;**
- 2) multistakeholder community.**

The M4CF aims at disseminating the best practices of circular fashion and promote technical, managerial and scientific skills, especially those that contribute to the transition towards circular business models.

02

MULTISTAKEHOLDER DIALOGUE

Ecodesign focus



ONE PAGER FOR POLICY MAKERS

JRC CONSULTATIONS



KEY POINTS OF DISCUSSION



DURABILITY

- From a material-neutral to a material-dependent approach
- B2C awareness campaigns
- Technical specifications



REPAIRABILITY

- Repair incentives
- Creation of a national network of repair centres
- Information for self-repair
- Transparent but efficient system



GENERATION OF WASTE

- Industrial waste
- Post-consumer waste (EPR)
- Unsold products and returns

JRC STUDY ON DPP



KEY POINTS OF DISCUSSION



RECYCLABILITY

- Recyclability score

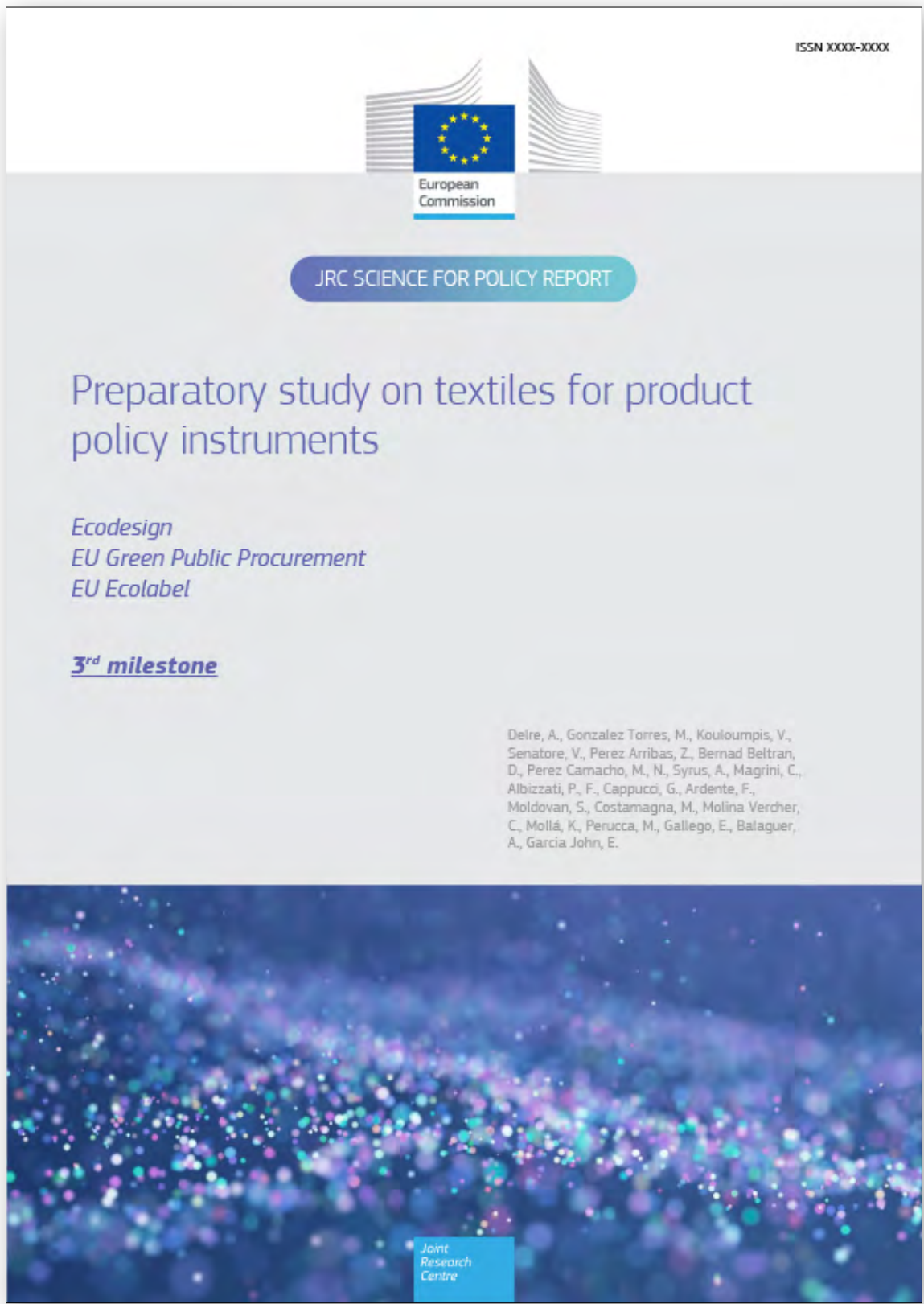


RECYCLED CONTENT

- Origin of recycled content

JRC CONSULTATIONS

In 2026, the M4CF participated to ecodesign consultations, working on the following JRC studies.



JRC, 2025, Working document of the 3rd milestone



JRC, 2026, Study on DPP content for textile apparel products under ESPR



DISCOVER MORE

KEY POINTS OF DISCUSSION ON JRC CONSULTATIONS



DURABILITY

From a material-neutral to a material-dependent approach

Durability criteria must be differentiated according to the type of material, product family, and intended end use. Requirements cannot be uniform across articles with fundamentally different technical and functional characteristics. For instance, durability expectations for stretch denim differ substantially from those for 100% cotton denim; a silk duster, a padded outerwear jacket, and a wool coat each require distinct assessment parameters from one another; similarly, sports footwear, outdoor footwear, and leisure footwear cannot be evaluated against the same standards. It is therefore essential to adopt a specific approach for the textile and footwear sector, one that avoids the application of homogeneous criteria to products that are structurally and functionally non-comparable.

B2C awareness campaigns

It is essential to support technical requirements with institutional information campaigns directed at consumers, with the active involvement of companies as key enablers of communication along the supply chain.

Technical specifications

With regard to the "robustness" parameter, the current approach for "non-textile parts" relies on visual assessment alone. It is considered more appropriate to evaluate such components by evaluating the functionality of the accessory and the preservation of its performance over time, rather than limiting the assessment to visual appearance alone.

KEY POINTS OF DISCUSSION ON JRC CONSULTATIONS



REPAIRABILITY

Repair incentives

Although not strictly aligned with the regulatory scope of the ESPR, the M4CF proposes complementing technical requirements with repair support tools, including French-style incentives, to promote the standardisation and dissemination of repair practices.

Creation of a national network of repair centres

It is recommended to establish a national network of organisations and repair centres, supported by accessible collection points in shopping centres and retail chains, ensuring simple, rapid, and intuitive access for consumers, to prevent product replacement from becoming the default option.

Information for self-repair

It is recommended that brands also provide useful information for self-repair, to increase consumer awareness and encourage more informed decisions.

Transparent but efficient system

With regard to the information to be shared with repairers, it is recommended to avoid requirements for overly detailed data, which would be of limited practical use to repairers and could generate unnecessary administrative burdens, undermining the overall efficiency of the system.

KEY POINTS OF DISCUSSION ON JRC CONSULTATIONS



GENERATION OF WASTE

It is necessary to think in terms of:

- **industrial waste;**
- **post-consumer waste (EPR);**
- **unsold products and returns.**

With regard to **industrial waste**, classifying certain industrial waste streams as by-products rather than waste would enable their reuse and recycling, reducing costs and lead times for companies and supporting responsible innovation across the supply chain.

With regard to **post-consumer waste (EPR)**, the industry requires more accurate forecasting mechanisms and more structured collection systems. Greater engagement and accountability of citizens represents a key lever to improve the overall effectiveness of the scheme.

With regard to **unsold products**, it is necessary to define more clearly what should be classified as an "unsold" finished product. In the regulation on the prohibition of the destruction of unsold products, the "unsold consumer product" is defined as "the consumer product that has not been sold, including surpluses, excess stocks and remaining stocks, as well as products returned by the consumer by virtue of the right of withdrawal". It would be useful to better explain the cases of "unsold" products, excluding warehouse stock.

With regard to **returns**, a lot can be done by making citizens more responsible.

KEY POINTS OF DISCUSSION ON JRC STUDY ON DPP



RECYCLABILITY

Recyclability score

The concept of recyclability requires further clarification.
The proposed readiness score does not adequately account for implementation and certification costs.



RECYCLED CONTENT

Origin of recycled content

The concept of “Origin of recycled content” requires further clarification, particularly regarding the traceability of post-consumer recycled content and the distinction between post-industrial, pre-consumer and post-consumer sources. This distinction is also essential for addressing and assessing closed-loop recycling.

03

SCENARIO PLANNING IN PRACTICE

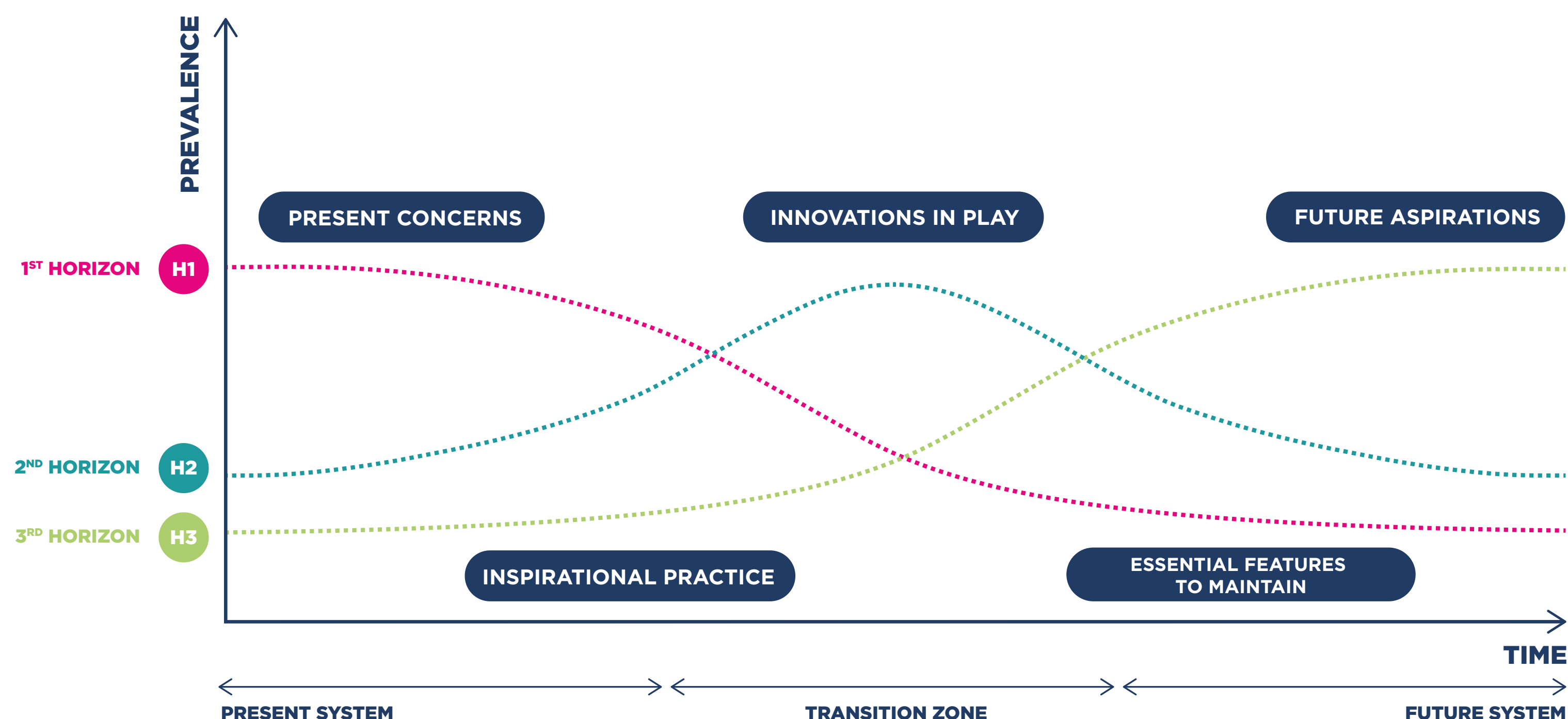
*Futures & Foresight
workshop*



THREE HORIZONS FRAMEWORK METHODOLOGY

In April 2026, the SDA Bocconi M4CF and CNA Federmoda applied the Futures & Foresight methodology to investigate potential solutions for the prevention and management of unsold products.

The **Three Horizons framework** maps systemic change through three patterns, each represented as a line evolving over time. The horizontal axis represents time stretching into the future, while the vertical axis indicates the prevalence of each pattern. The framework represents three different patterns: an established first horizon gradually giving way to an emerging third horizon, via transitional activity in the second horizon. Each pattern is present at all times, though to a varying degree.



THREE HORIZONS FRAMEWORK METHODOLOGY

The first horizon (H1)

represents the current way of doing things, commonly referred to as "business as usual" — a dominant but declining pattern over time.

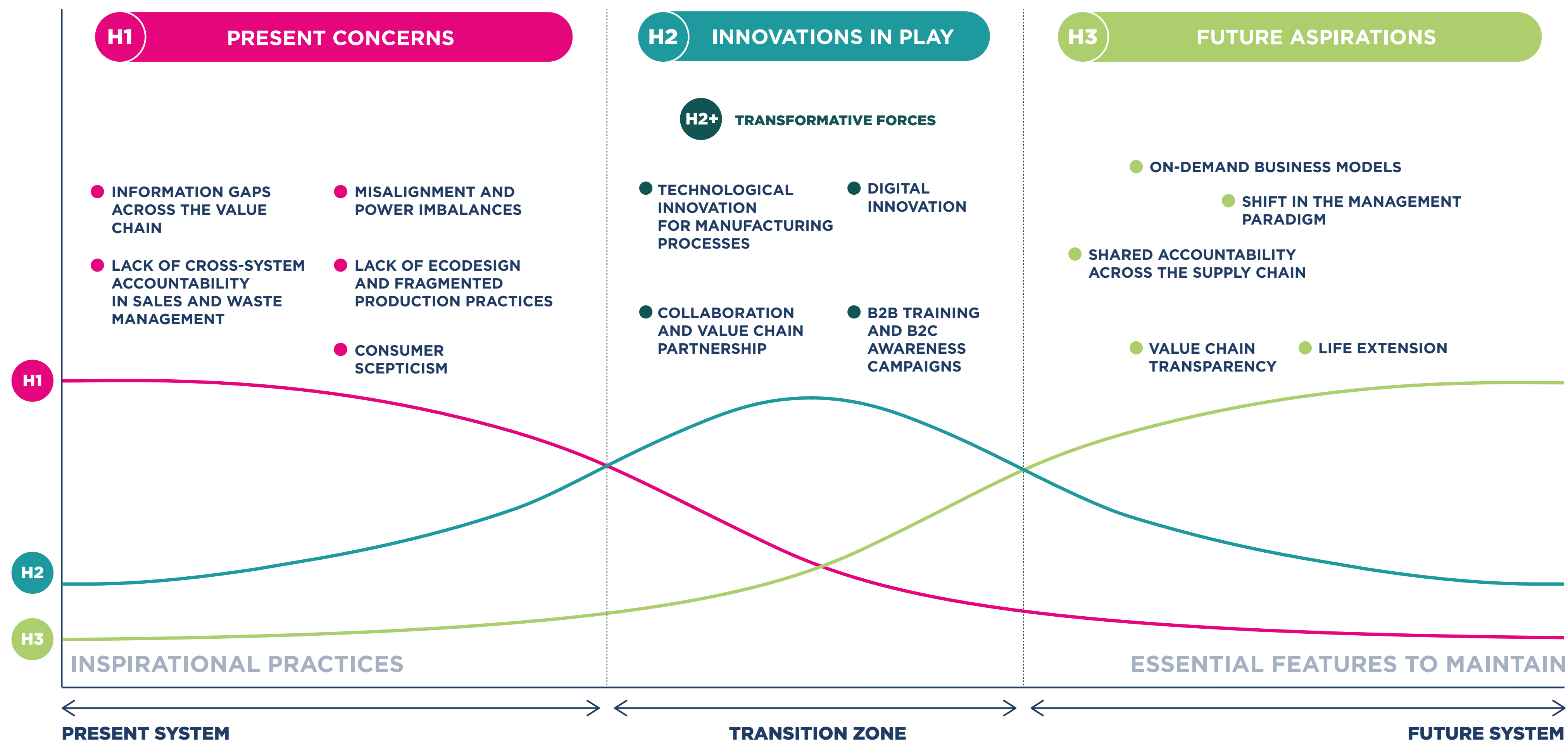
The third horizon (H3)

represents the emerging pattern that will serve as the long-term successor to H1. It appears and grows on the fringes of the present system, developing new ways of meeting emerging conditions and possibilities. In the process of mapping a three horizon framework, many different views of the future will coexist and be contested before a dominant pattern eventually emerges.

The second horizon (H2)

is the turbulent transitional domain of innovations and experimental activities arising in response to the shifting landscape between H1 and H3. H2 is critical, as it provides the disruptions necessary for more radical H3 systems to emerge. Some innovations (H2+) will facilitate the emergence of H3, while others (H2-) will be reabsorbed into H1, contributing only to marginal or incremental change. Whether H2 innovations ultimately generate transformative outcomes will depend on a combination of social, political, and technological factors, including the capacity of different actors to influence regulatory frameworks.

FUTURES & FORESIGHT WORKSHOP HIGHLIGHTS



The key highlights will focus just on "Present concerns", "Innovations in play" and "Future aspirations".

FUTURES & FORESIGHT WORKSHOP HIGHLIGHTS

HORIZON 1 FOCUS

H1

PRESENT CONCERNS

- **INFORMATION GAPS ACROSS THE VALUE CHAIN**
- **MISALIGNMENT AND POWER IMBALANCES**
- **LACK OF CROSS-SYSTEM ACCOUNTABILITY IN SALES AND WASTE MANAGEMENT**
- **LACK OF ECODSIGN AND FRAGMENTED PRODUCTION PRACTICES**
- **CONSUMER SCEPTICISM**

H1

HORIZON 1: WHAT IS NOT WORKING AND MUST BE MITIGATED

- **Information gaps across the value chain**, which concerns, for instance, lack of information on unsold products, end-of-life and traceability of products, sellthrough rates, and on reuse and resale secondary markets.
- **Misalignment and power imbalances**, driven by low partnership levels between value chain players, low collaboration on designing collections, power asymmetries between brands, suppliers and retailers, lack of acknowledgement of artisanal practices, misalignment between markets and production planning.
- **Lack of cross-system accountability in sales and waste management**, particularly on sell-through and waste hierarchy. No single actor feels fully responsible, leading to inaction or incomplete responses.
- **Lack of ecodesign and fragmented production practices**, which causes surplus inefficiencies and lower quality output.
- **Consumer scepticism** coming from greenwashing practices and green claims which are not substantiated by concrete data.

FUTURES & FORESIGHT WORKSHOP HIGHLIGHTS

HORIZON 3 FOCUS

H3

FUTURE ASPIRATIONS

● ON-DEMAND BUSINESS MODELS

● SHIFT IN THE MANAGEMENT PARADIGM

● SHARED ACCOUNTABILITY ACROSS THE SUPPLY CHAIN

● VALUE CHAIN TRANSPARENCY

● LIFE EXTENSION

H3

HORIZON 3: THE PREFERRED PLAUSIBLE FUTURE (2030–2035)

By 2030–2035, participants collectively imagined that, in the preferred plausible future, unsold products will be prevented and managed through the following systems:

- **On-demand business models**, based on consumer demand, efficient lead times, available technologies and boosted by incentives. An example could be a base product that can adapt to customisation requests. This is closely linked to **shifts in management paradigms** (new roles and responsibilities at organizational level, for example, the director of operations is responsible for unsold stock) and **shared accountability across the supply chain**.
- **Life extension** through product modularity and business models like the reuse and upcycling of past collections in new ones.
- **Value chain transparency** to support B2C communication to consumers who will be more aware of waste implications. This will be enabled by technologies that guarantee the truthfulness of claims.

FUTURES & FORESIGHT WORKSHOP HIGHLIGHTS

HORIZON 2 FOCUS

H2

INNOVATIONS IN PLAY

H2+

TRANSFORMATIVE FORCES

● TECHNOLOGICAL
INNOVATION
FOR MANUFACTURING
PROCESSES

● DIGITAL
INNOVATION

● COLLABORATION
AND VALUE CHAIN
PARTNERSHIP

● B2B TRAINING
AND B2C
AWARENESS
CAMPAIGNS

H2

HORIZON 2: BOOSTERS AND ENABLERS OF THE TRANSITION

- **Technological innovation for production processes:** collaborative resource stock management and closed-loop recycling solutions (during the discussions some examples have been mentioned, among them Reju).
- **Digital innovation through data interoperability:** DPPs and other digital technologies can be relevant enablers (during the discussions some examples have been mentioned, among them Dressy 360, ZeroW, MustHad and Clear Fashion).
- **Value chain collaboration and partnership** through collaborative resources pooling (during the discussions some examples have been mentioned, among them Candiani, which developed an urban micro factory, and Rifò).
- **B2B training and B2C awareness campaigns:** organising industry-wide training programmes and consumer awareness campaigns.

04

M4CF FRAMEWORK

*Preventing and managing
unsold goods*

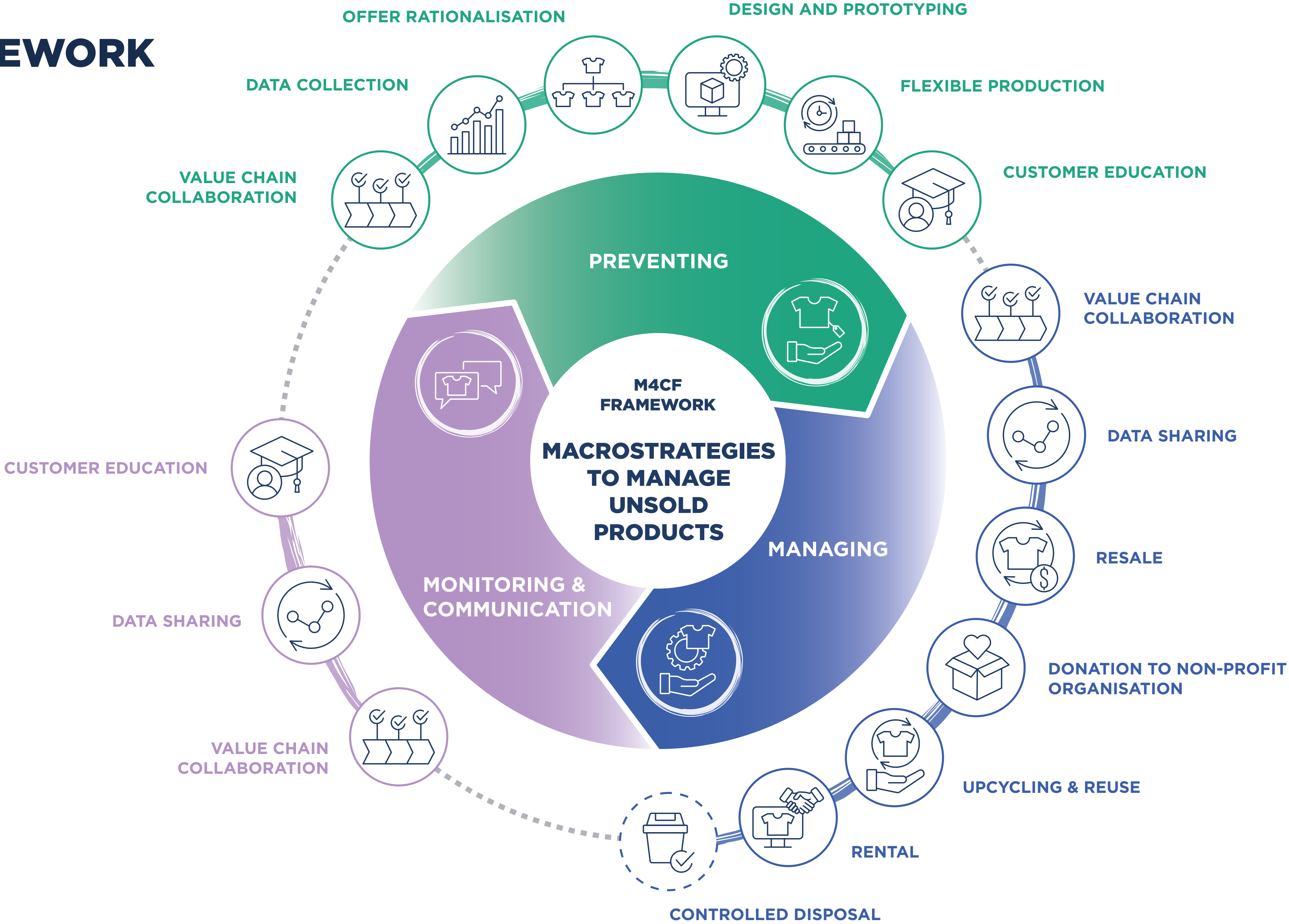


CIRCULAR FASHION VALUE-CHAIN ACTIVITIES

- 1** ECO-DESIGN
- 2** RAW MATERIAL SOURCING
- 3** MANUFACTURING OF SEMI-FINISHED PRODUCTS
- 4** MANUFACTURING OF FINISHED PRODUCTS
- 5** TRANSPORT & LOGISTICS
- 6** DISTRIBUTION, RETAIL & CARE
- 7** END-OF-LIFE

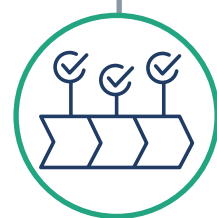


FRAMEWORK



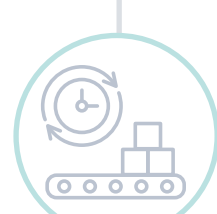
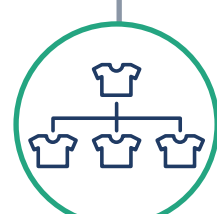
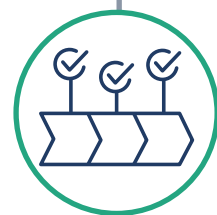
PREVENTING UNSOLD PRODUCTS

MACRO-STRATEGIES	STRATEGIES	VALUE CHAIN ACTIVITY	MAIN KPIs
 VALUE CHAIN COLLABORATION	1. Value chain collaboration with material suppliers to increase quality 2. Designer engagement in ecodesign planning	 1 ECO-DESIGN 2 RAW MATERIAL SOURCING 3 MANUFACTURING OF SEMI-FINISHED PRODUCTS 4 MANUFACTURING OF FINISHED PRODUCTS 5 TRANSPORT & LOGISTICS 6 DISTRIBUTION, RETAIL & CARE 7 END-OF-LIFE	% of returns/rework on purchased fabrics and components Number of suppliers with active data-sharing agreements
 DATA COLLECTION	3. Stock mapping 4. Stock visibility through 3D technology 5. Forecast improvement	 1 ECO-DESIGN 2 RAW MATERIAL SOURCING 3 MANUFACTURING OF SEMI-FINISHED PRODUCTS 4 MANUFACTURING OF FINISHED PRODUCTS 5 TRANSPORT & LOGISTICS 6 DISTRIBUTION, RETAIL & CARE 7 END-OF-LIFE	% of high-performing SKUs

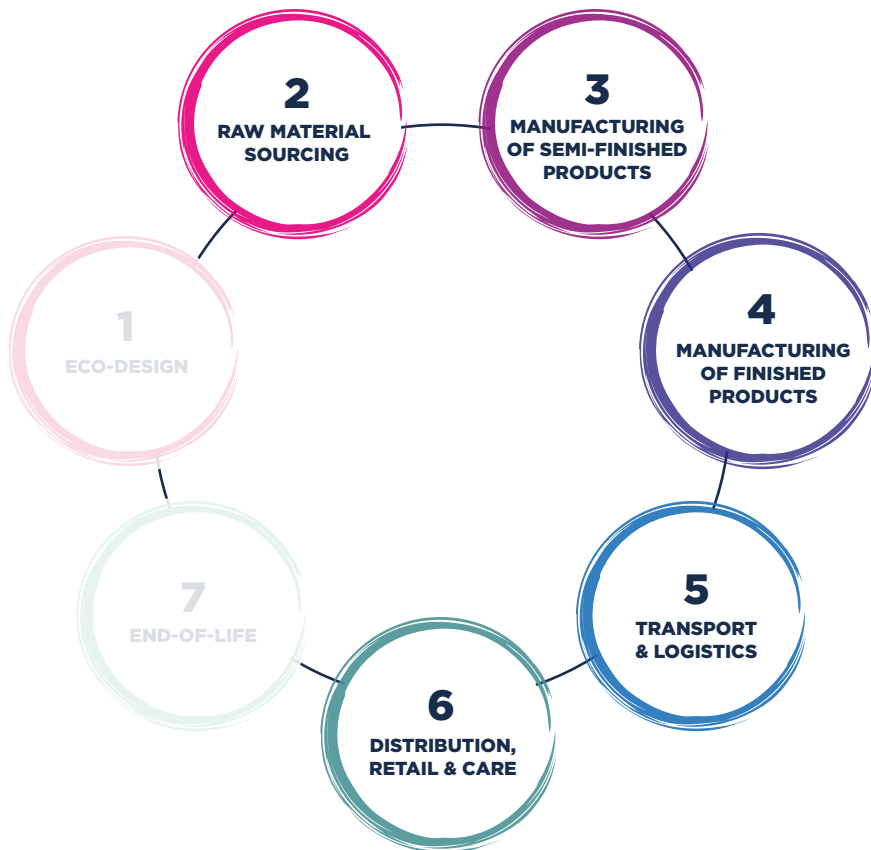


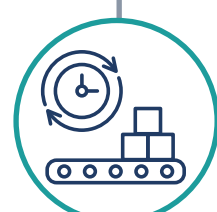
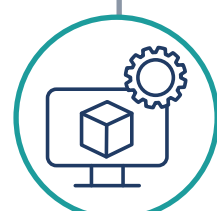
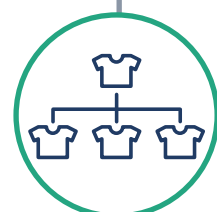
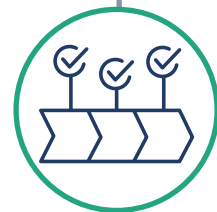
PREVENTING UNSOLD PRODUCTS

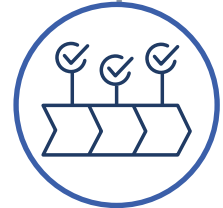
MACRO-STRATEGIES	STRATEGIES	VALUE CHAIN ACTIVITY	MAIN KPIs
 OFFER RATIONALISATION	6. Durability increase 7. Rationalisation of assortment	 1 ECO-DESIGN 2 RAW MATERIAL SOURCING 3 MANUFACTURING OF SEMI-FINISHED PRODUCTS 4 MANUFACTURING OF FINISHED PRODUCTS 5 TRANSPORT & LOGISTICS 6 DISTRIBUTION, RETAIL & CARE 7 END-OF-LIFE	% of revenue generated by carry-over products vs. seasonal products
	8. Prototyping digitalisation through 3D technology 9. B2B training on material characteristics	 1 ECO-DESIGN 2 RAW MATERIAL SOURCING 3 MANUFACTURING OF SEMI-FINISHED PRODUCTS 4 MANUFACTURING OF FINISHED PRODUCTS 5 TRANSPORT & LOGISTICS 6 DISTRIBUTION, RETAIL & CARE 7 END-OF-LIFE	% SKUs with digital prototype Presence of internal training on material characteristics and on the importance of using in-stock materials



PREVENTING UNSOLD PRODUCTS

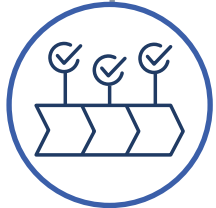
MACRO-STRATEGIES	STRATEGIES	VALUE CHAIN ACTIVITY	MAIN KPIs
 FLEXIBLE PRODUCTION	10. Make-to-order increase	 1 ECO-DESIGN 2 RAW MATERIAL SOURCING 3 MANUFACTURING OF SEMI-FINISHED PRODUCTS 4 MANUFACTURING OF FINISHED PRODUCTS 5 TRANSPORT & LOGISTICS 6 DISTRIBUTION, RETAIL & CARE 7 END-OF-LIFE	% make-to-order on make-to-stock Sell through rate (%)
 CUSTOMER EDUCATION	11. Care and maintenance 12. Educate on returns	 1 ECO-DESIGN 2 RAW MATERIAL SOURCING 3 MANUFACTURING OF SEMI-FINISHED PRODUCTS 4 MANUFACTURING OF FINISHED PRODUCTS 5 TRANSPORT & LOGISTICS 6 DISTRIBUTION, RETAIL & CARE 7 END-OF-LIFE	% returns upon payment on total returns



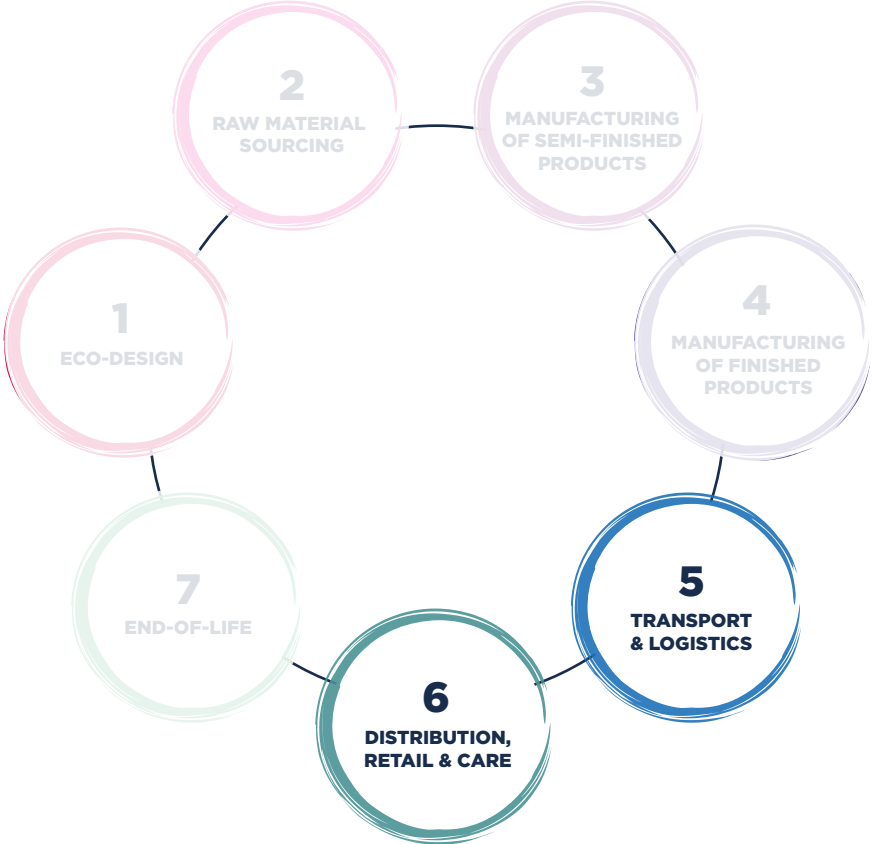


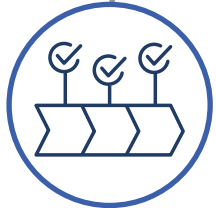
MANAGING UNSOLD PRODUCTS

MACRO-STRATEGIES	STRATEGIES	VALUE CHAIN ACTIVITY	MAIN KPIs
 VALUE CHAIN COLLABORATION	13. Extending the existing collaboration with current manufacturing partners	 1 ECO-DESIGN 2 RAW MATERIAL SOURCING 3 MANUFACTURING OF SEMI-FINISHED PRODUCTS 4 MANUFACTURING OF FINISHED PRODUCTS 5 TRANSPORT & LOGISTICS 6 DISTRIBUTION, RETAIL & CARE 7 END-OF-LIFE	% of partnerships covering repairing, debranding and upcycling, in addition to manufacturing on total manufacturing partnerships
 DATA SHARING	14. Sharing data with different stakeholders in the value chain through PLM, WMS, ERP	 1 ECO-DESIGN 2 RAW MATERIAL SOURCING 3 MANUFACTURING OF SEMI-FINISHED PRODUCTS 4 MANUFACTURING OF FINISHED PRODUCTS 5 TRANSPORT & LOGISTICS 6 DISTRIBUTION, RETAIL & CARE 7 END-OF-LIFE	Data completeness score (PLM, WMS, ERP)

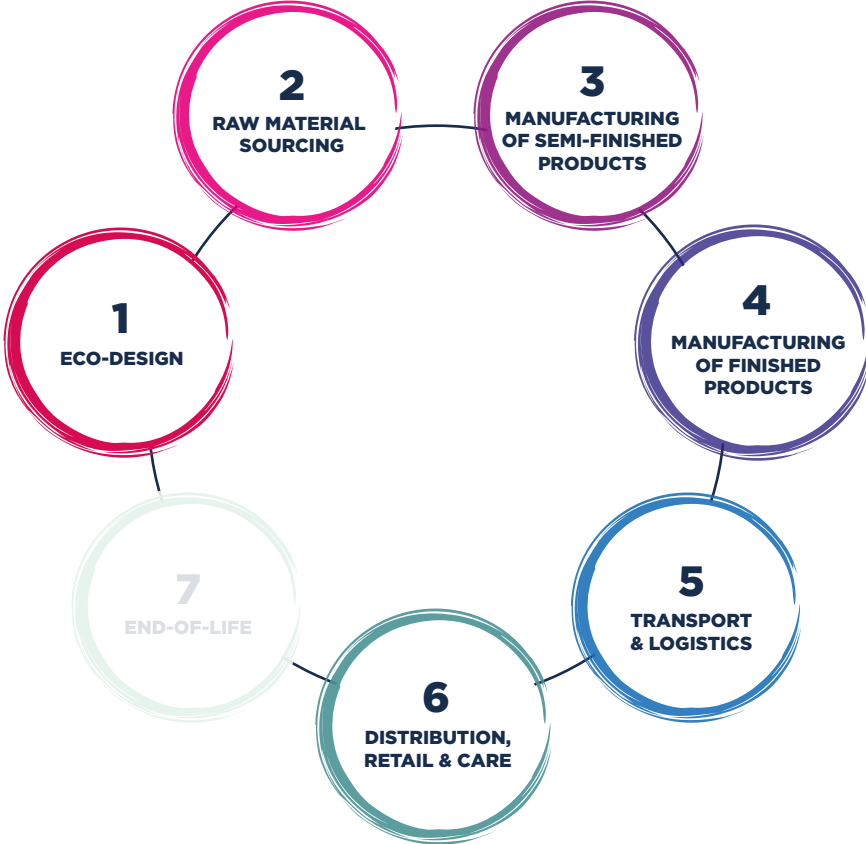


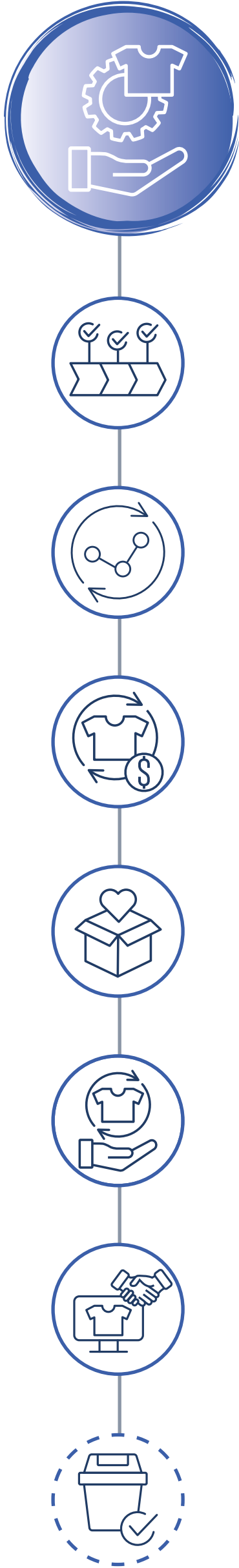
MANAGING UNSOLD PRODUCTS

MACRO-STRATEGIES	STRATEGIES	VALUE CHAIN ACTIVITY	MAIN KPIs
 RESALE	15. Resale to digital and physical off-price retailers/stockists		% of unsold stock (kg/metres/units) sold through off-price retailers/stockists on total unsold stock
	16. Resale through off-price online platforms		% of unsold stock (kg/metres/units) sold through online platforms on total unsold stock
	17. Resale without modification		Sell through rate (%)
	18. Internal sales to employees		Avoided warehouse storage costs (Euro)
 DONATION TO NON-PROFIT ORGANISATION	19. Donation		% of donated unsold stock (kg/metres/units) on total unsold stock



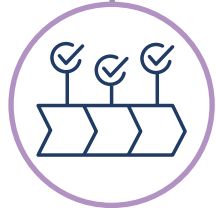
MANAGING UNSOLD PRODUCTS

MACRO-STRATEGIES	STRATEGIES	VALUE CHAIN ACTIVITY	MAIN KPIs
 UPCYCLING AND REUSE	20. Internal reprocessing		% of unsold stock (kg/metres/units) allocated to reprocessing on total unsold stock
	21. Upcycling in collaboration with external providers		Number of consumer awareness campaigns conducted
	22. Self-upcycling		% of unsold stock (kg/metres/units) used in the production of new materials/products
 RENTAL	23. Rental in collaboration with online services		% of rental revenues on total revenues for each unit

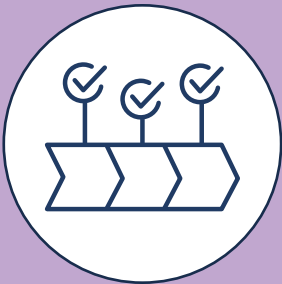


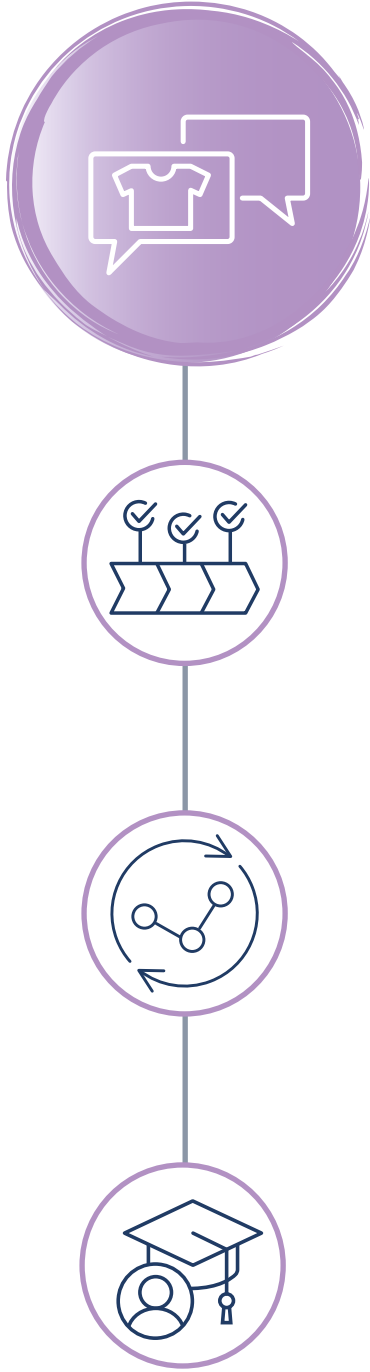
MANAGING UNSOLD PRODUCTS

MACRO-STRATEGIES	STRATEGIES	VALUE CHAIN ACTIVITY	MAIN KPIs
 CONTROLLED DISPOSAL	24. Controlled disposal	 1 ECO-DESIGN 2 RAW MATERIAL SOURCING 3 MANUFACTURING OF SEMI-FINISHED PRODUCTS 4 MANUFACTURING OF FINISHED PRODUCTS 5 TRANSPORT & LOGISTICS 6 DISTRIBUTION, RETAIL & CARE 7 END-OF-LIFE	% of unsold stock (kg/metres/units) with exceptions from ban sent to landfill/incineration on total unsold stock



MONITORING & COMMUNICATION

MACRO-STRATEGIES	STRATEGIES	VALUE CHAIN ACTIVITY	MAIN KPIs
 VALUE CHAIN COLLABORATION	25. Monitoring the existing collaboration with current manufacturing partners	 1 ECO-DESIGN 2 RAW MATERIAL SOURCING 3 MANUFACTURING OF SEMI-FINISHED PRODUCTS 4 MANUFACTURING OF FINISHED PRODUCTS 5 TRANSPORT & LOGISTICS 6 DISTRIBUTION, RETAIL & CARE 7 END-OF-LIFE	% products successfully repaired, debranded and upcycled with current partners
	26. Awareness campaigns	 1 ECO-DESIGN 2 RAW MATERIAL SOURCING 3 MANUFACTURING OF SEMI-FINISHED PRODUCTS 4 MANUFACTURING OF FINISHED PRODUCTS 5 TRANSPORT & LOGISTICS 6 DISTRIBUTION, RETAIL & CARE 7 END-OF-LIFE	Number of awareness and education campaigns on end-of-life targeting the consumers



MONITORING & COMMUNICATION

MACRO-STRATEGIES	STRATEGIES	VALUE CHAIN ACTIVITY	MAIN KPIs
 DATA SHARING	27. Communicating at B2B level best practices	 1 ECO-DESIGN 2 RAW MATERIAL SOURCING 3 MANUFACTURING OF SEMI-FINISHED PRODUCTS 4 MANUFACTURING OF FINISHED PRODUCTS 5 TRANSPORT & LOGISTICS 6 DISTRIBUTION, RETAIL & CARE 7 END-OF-LIFE	Number of best practices
 CUSTOMER EDUCATION	28. Customer Education	 1 ECO-DESIGN 2 RAW MATERIAL SOURCING 3 MANUFACTURING OF SEMI-FINISHED PRODUCTS 4 MANUFACTURING OF FINISHED PRODUCTS 5 TRANSPORT & LOGISTICS 6 DISTRIBUTION, RETAIL & CARE 7 END-OF-LIFE	Net Promoter Score (NPS) related to the perception of durability and long-term value

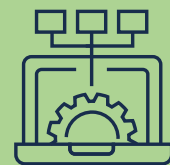
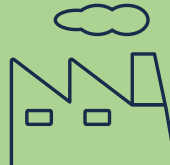
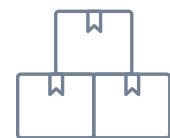
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CIRCULAR FASHION PATHWAY

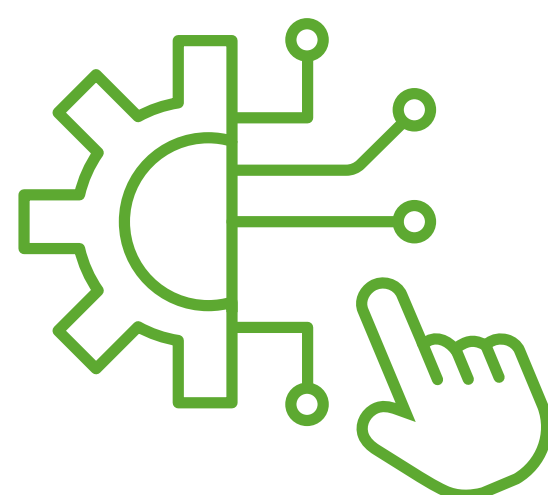
*Enabling the twin transition
in TCLF*



M4CF KEY FOCUS 2026/2027: ENABLERS OF THE TRANSITION

CONTRIBUTIONS	ENABLER 1	ENABLER 2	ENABLER 3	ENABLER 4
 COLLABORATIVE FINANCING	Creation of ad hoc financing vessel	Mobilisation of subsidised financing	Collaborative development of circularity enabling infrastructure or players	Microcredit plan for smallsize subcontractors
 KNOWLEDGE, RESOURCES & METHODS SHARING	Industry-wide training programme	Collaborative capitalisation of Return on Experience	Pooling of audit and compliance resources	Standards and templates for stakeholders' legal agreements
 TECHNOLOGIES PLATFORMING	DPP - End to end traceability	RFID tagging Digital twin	AI-powered material consumption optimisation	AI-powered circularity scoring
 INFLUENCE & COMMUNICATION	Joint institutional communication campaigns	Consumer awareness campaign	Lobbying for increased import control	Transparency-related communication and claim
 NORMALISATION/ LABELLING	Creation of industry label	Standardisation of requirements and audit processes	AGEC-like visual scoring system	Creation of sustainability label
 INDUSTRIAL RISK SHARING	Collaborative capacity pooling	Implementation of scenario-planning	Operational infrastructure (production, logistics) sharing	Qualified manpower pool-sharing
 MATERIAL RESOURCES MANAGEMENT	Partial localisation of supply	Co-development of alternative materials & designs	Collaborative resource stock management	Shared logistics infrastructure and organisation for closed-loop materials

KEY FOCUS 2026/2027: TRANSFORMATIVE FORCES FOR THE TWIN TRANSITION



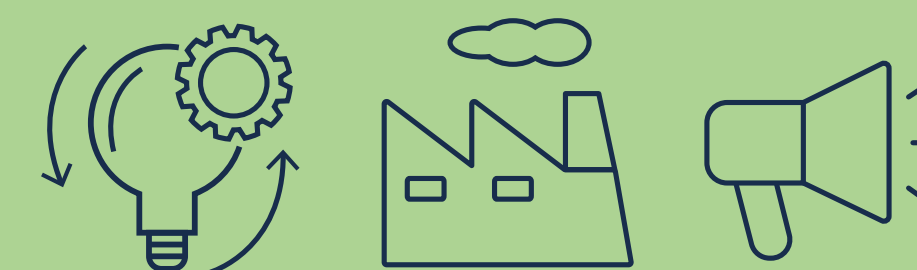
1. DIGITAL INNOVATION THROUGH DATA INTEROPERABILITY

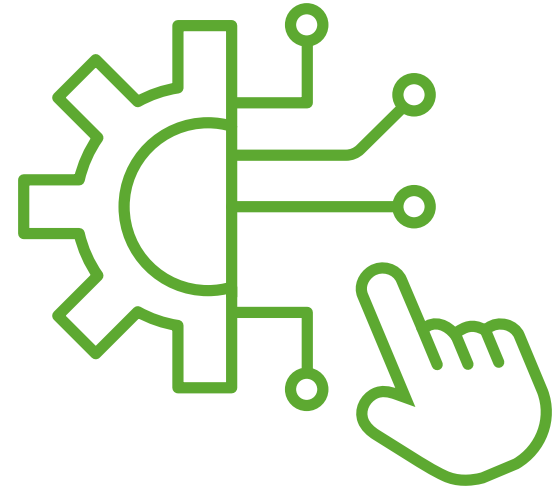


2. VALUE CHAIN COLLABORATION AND PARTNERSHIP



3. B2B TRAINING AND B2C AWARENESS CAMPAIGNS



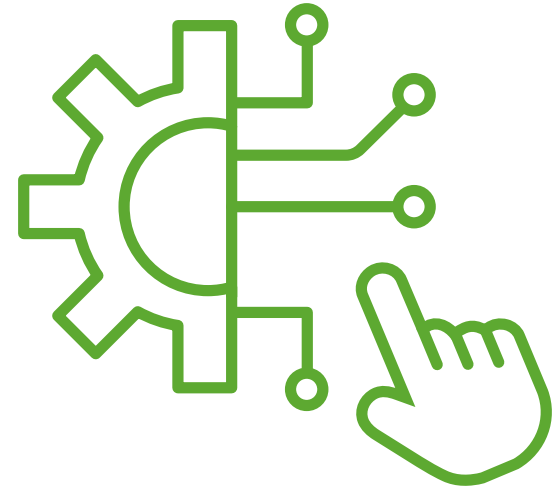


1. DIGITAL INNOVATION THROUGH DATA INTEROPERABILITY

The M4CF recognises the Digital Product Passport (DPP) as a strategic tool to accelerate the transition towards a circular and transparent model in the fashion sector (TCLF).

Partner companies highlight two key priorities to ensure its effective and sustainable implementation.





1. DIGITAL INNOVATION THROUGH DATA INTEROPERABILITY

1 Harmonise and standardise regulations and data protocols to ensure fairness, interoperability, security and effective implementation of the DPP across the EU

The M4CF recommends the DPP to be built on clear and consistent regulatory requirements that apply equally to all products sold in the EU, including imports. This is essential to ensure a level playing field and enable full supply chain traceability, as well as prevent and manage counterfeiting.

The recommendation is also to promote interoperable digital infrastructures and shared methodologies for data collection and sharing.

2 Promote transparency and harmonisation with the new labelling regulation by introducing clear consumer impact scores in the DPP, ensuring product authenticity, and rewarding sustainability

To guide consumer choices and increase demand for sustainable products, DPPs should provide simple and understandable environmental and social information.

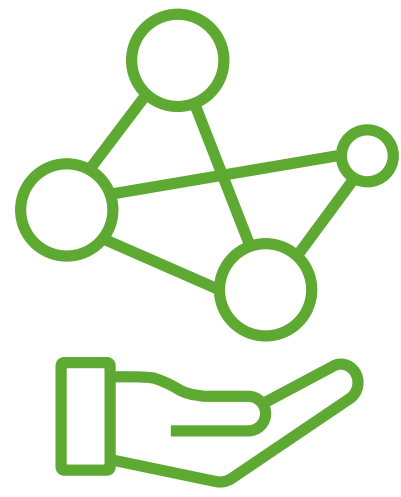
Since the DPP in the work of the European Commission is industry-facing and the Labelling Regulation will be consumers-facing, it is important to harmonise the two regulations. Companies with low-impact practices should be rewarded through harmonised metrics and verified data reliability, recognising and encouraging virtuous business models.



2. VALUE CHAIN COLLABORATION AND PARTNERSHIP

Value chain collaboration and partnership aimed at creating shared value may be of different types:

- ✓ **Vertical collaboration:** Cooperation between firms at different supply chain tiers (brands, suppliers, manufacturers, and service providers).
- ✓ **Horizontal collaboration:** Cooperation between firms at the same supply chain tier or in parallel industries, including competitors and industry associations.
- ✓ **Ecosystem/district collaboration:** Territorially embedded multi-actor collaboration within an industrial district or regional cluster, involving firms, institutions, and civic actors.
- ✓ **Open innovation collaboration:** Collaboration structured to acquire, integrate external knowledge for circular innovation, across organisational and sectoral boundaries.
- ✓ **Platform-mediated collaboration:** Multi-actor coordination enabled by a digital or organisational intermediary that sets standards, aggregates data, and facilitates matching between supply chain participants.



MONITOR FOR CIRCULAR FASHION

CIRCULARITY PROJECTS 2022-2025

The SDA Bocconi M4CF supported 20 innovation projects during the first 5 years 2020-2025.

This activity enables to the identification of the key conditions to carry out value chain collaboration and partnership.



THINK LEATHER



ECO-DESIGNED
JEANS



TRACE ME



REPAIRING T-SHIRT



COMPONENT SHOE



ANIMA



M-POCKET



RE-GEN H



ELA SWEATSHIRT



TRACED LEATHER
VARINA BALLET FLAT



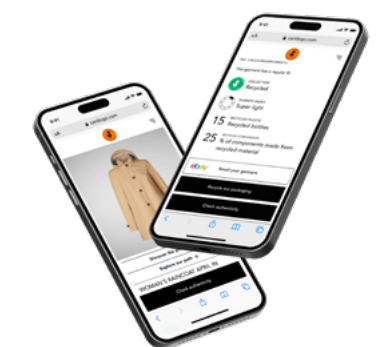
ONE NEXT STEP



TRACEABLE
FIAMMA BAG



KINTSUGI



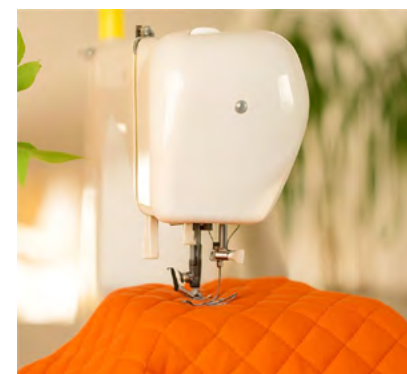
DIGITAL PRODUCT
PASSPORT



NOVA



CLOSING THE T2T
RECYCLING LOOP



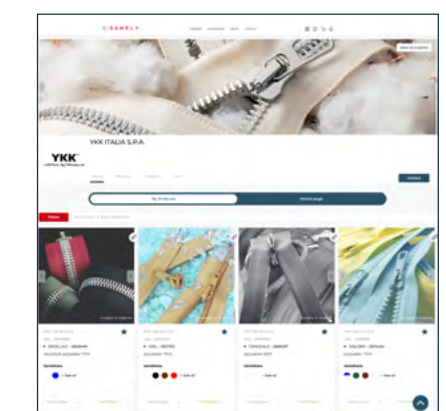
DUCKCARE



EASY ZIP



FUROSHIKI WOOL



SECOND FLOW



3. B2B TRAINING AND B2C AWARENESS CAMPAIGNS

The SDA Bocconi M4CF sees B2B training as an essential step to develop **structured learning and capacity-building initiatives** to equip value-chain actors with the technical knowledge and practical skills required to design, implement and scale circular strategies in the TCFL industry, recognising the primacy of repair, upcycling and reuse as significant strategic approaches towards more circular business models.

At the same time, B2C awareness campaigns try to convey the environmental and social value of circularity in the fashion industry through various **communication, educational and engagement initiatives**, designed to spur consumers to adopt practices such as repair, upcycling and reuse thus contributing to the creation of shared value.

The M4CF started mapping and analysing existing European initiatives, identifying some key elements for successful strategy implementation.





3.1 B2B TRAINING: BUILDING CAPABILITIES FOR REPAIR AND REUSE

B2B training is defined by the M4CF as an invaluable asset **enabling companies and value chain actors to acquire technical, managerial and collaborative capabilities and skills through** structured learning and capability-building initiatives to design, implement and scale repair, upcycling and reuse in the TCFL ecosystem.

To succeed in the creation of shared value, two aspects emerge as necessary:

A Develop technical and organizational capabilities across the value chain

Training should combine practical repair skills with industry knowledge and awareness of the potential of circular strategies across the value chain. Academies, workplace-based learning, workshops, masterclasses and digital learning programmes have been identified among a variety of effective formats.

B Promote shared learning and collaboration between ecosystem actors

Transferring knowledge across different actors, such as brands, suppliers, public institutions, professionals and social enterprises, can be supported for instance through peer-learning platforms, case studies, and company visits. Establishing partnerships across the value chain is vital to transform isolated expertise into sharable solutions to be adopted and scaled across the TCFL ecosystem.

The M4CF thus recommends the **integration of repair and reuse capabilities** into companies' training strategies and supports the **ideation of collaborative learning initiatives** across the value chain towards the implementation of more circular business models and approaches.



3.2 B2C AWARENESS CAMPAIGNS: ACTIVE ENGAGEMENT IN REPAIR AND REUSE

B2C awareness campaigns accompany consumers in their journey of **understanding, accessing and adopting** circular practices, making repair, upcycling and reuse more visible, credible and desirable alternatives to product replacement.

A Provide clear and practical guidance throughout the product lifecycle

Awareness initiatives should offer accessible, clear and trustworthy information on product care, repair options, reuse channels and available services. Digital platforms, social media, events, repair guides and in-store communication can support the shift from awareness to concrete action.

B Create opportunities for active consumer participation to inspire more conscious behaviour

Repair events, clothing swaps, take-back initiatives, community-based activities and living labs can directly include consumers and citizens in extending product life. Their involvement is crucial to reduce the gap between consumers' intentions and actual behaviour, tracing the path towards a more sustainable ecosystem.

The M4CF recommends integrating awareness campaigns with **accessible repair, upcycling and reuse services**, enabling consumers to **actively participate** in the transition towards circular fashion.

ANNEX 1

Circularity projects and best practices



CIRCULARITY PROJECTS AND BEST PRACTICES

Circularity Projects

Circularity Projects are multistakeholder initiatives launched within the M4CF observatory, bringing together ingredient brands, brands, retailers and service providers to implement circular solutions into real-life products and services, build credible sustainability claims, and test industry-specific KPIs.

Best Practices

Unlike Circularity Projects, which are developed and monitored within the M4CF Observatory, Best Practices showcase relevant initiatives developed outside the M4CF community. They are presented through the experiences shared by M4CF partners, highlighting the approaches adopted and the results achieved, with the aim of providing concrete examples of circular solutions already implemented in practice. The focus of Circularity projects and Best practices of 2026/2027 is on prevention and management of unsold good products.

BUSINESS MODELS

B2B

BUSINESS TO BUSINESS

B2C

BUSINESS TO CONSUMER



PRODUCT

VS

B2C2B

FOCUS ON POST CONSUMER WASTE RESOURCES

P2P

PEER TO PEER



SERVICE

SCALE



PILOT PROJECTS

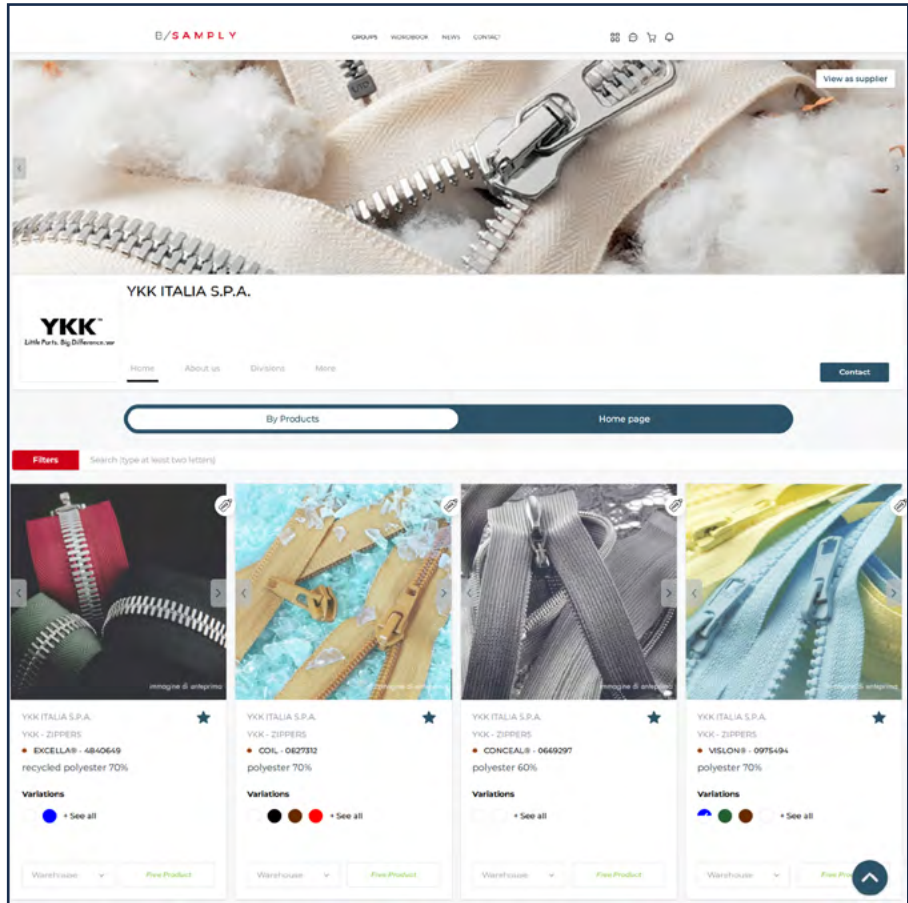
1 OR FEW SKUS



INDUSTRIALISED PROJECTS

100% OF THE COLLECTION OR CLOSE

SECOND FLOW



Project characteristics:

B2B



Focus on:
Unsold Goods
Valorisation

PARTNERS



KEY ENABLERS

- Partner transparency & dialogue
- Stakeholder training
- Design-from-existing-materials mindset

DESCRIPTION

Unsold YKK zippers and buttons (deadstock) are listed on the B2B platform B/SamPLY, developed by Deda.Stealth, offering an alternative to disposal. Access is reserved for educational institutions, non-profit organisations and fashion associations. At launch, 2,820 SKUs across two product categories were uploaded.

OBJECTIVES

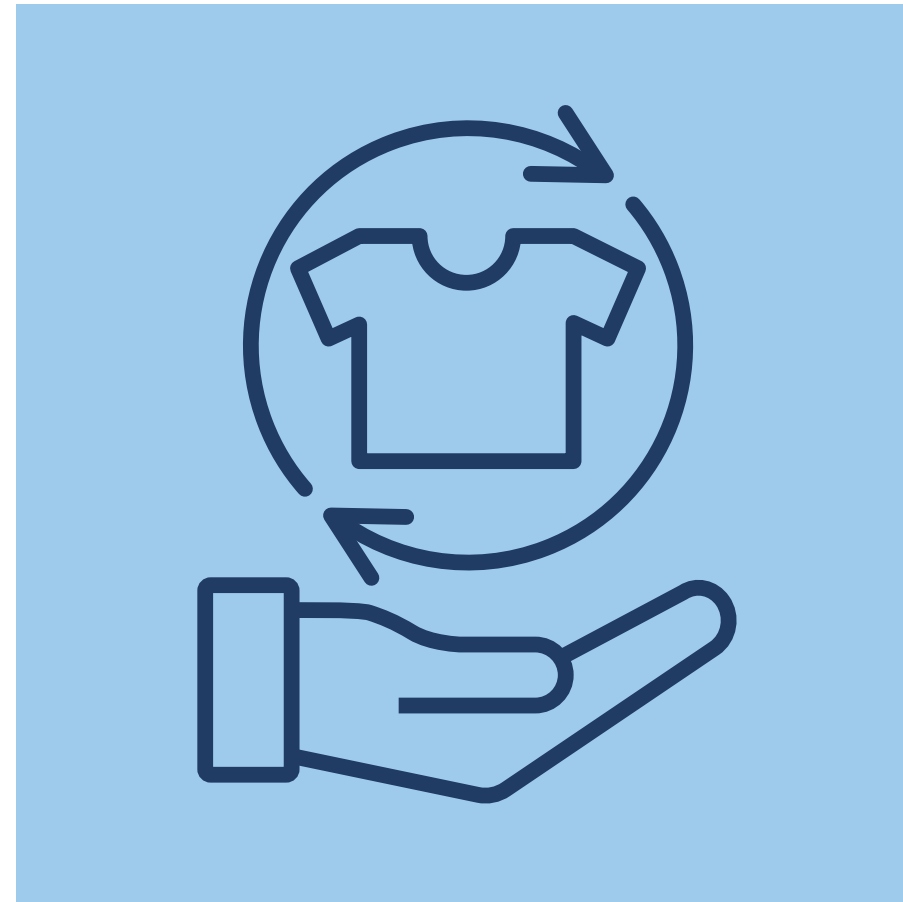
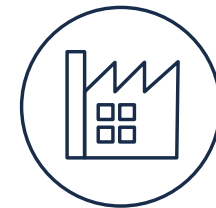
- Give a second life to deadstock material otherwise destined for disposal
- Provide an alternative raw material sourcing channel through reuse
- Engage educational & non-profit organisations in the fashion sector

KEY RESULTS 2026

**2,820 SKUs LISTED
ON B/SAMPLY AT LAUNCH**

**450 UNITS CURRENTLY
BEING PURCHASED**

**AVOID PRODUCT DISPOSAL
THROUGH REUSE**

**Project characteristics:****B2B****Focus on:**
Unsold Goods
Valorisation**DESCRIPTION**

By partnering with REDESIGN THE PLANET, Save The Duck gave a second life to garments that would otherwise have been destroyed. Through artisanal repair processes, each piece was transformed into a unique item, distinct from the original and ready for a new market.

PARTNERS

Save The Duck
in collaboration with
REDESIGN THE PLANET

KEY ENABLERS

- Brand open-mindedness & curiosity
- Start-up creativity & talent
- Clear resale channel mapping to avoid market overlap

OBJECTIVES

- Unsold goods management
- Prevent the destruction of 1,165 defective, unsellable and non-donatable garments by finding them a viable second life outside conventional market channels

**KEY RESULTS IN 2025
IDENTIFIED BY PARTNERS****1,165 GARMENTS RESCUED
FROM DESTRUCTION****WAREHOUSE CLEARED
OF UNSELLABLE STOCK****EMERGING START-UP SUPPORTED**

CAPSULE COLLECTION OSCALITO 1936 X CANTO PRIMO



Project characteristics:

B2C



Focus on:
Unsold Goods
Valorisation

DESCRIPTION

The "Oscalito 1936 x Canto Primo" project aims to transform archival deadstock garments into a contemporary upcycled capsule collection. The initiative combines Oscalito 1936's heritage and archival deadstock materials with Canto Primo's expertise in upcycling and contemporary fashion design. The collection will reinterpret approximately 22 archival Oscalito garments into a limited series of upcycled womenswear pieces, including skirts, dresses, tops, knitwear, and outerwear. The project covers the entire creative and production process, from market and trend analysis to moodboard development, prototyping, technical sheets, production supervision, and communication strategy.

PARTNERS



Oscalito 1936
in collaboration with
Canto Primo

KEY ENABLERS

- Strong technical skills to transform existing garments in new designs
- Teams' ability to adapt to a new working method
- Involvement of all departments since the beginning of the project
- Teams' open and collaborative mindset

OBJECTIVES

- Address the underutilisation of existing materials by giving them new commercial and creative value through circular fashion practices
- Respond to increasing market demand for sustainable, original, and limited-edition fashion products

KEY RESULTS EXPECTED BY 2026

**APPROXIMATELY 660 GARMENTS
RESCUED FROM DESTRUCTION**

REACH A YOUNGER AUDIENCE

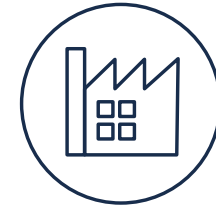
**ENHANCE CREATIVE EXCHANGE
AND CONTAMINATION OF IDEAS
BETWEEN THE DIFFERENT TEAMS
INVOLVED IN THE COLLABORATION**

CIRCULAR FABRICS, SHARED VALUE



Project characteristics:

B2B



Focus on:
Unsold Goods
Valorisation

PARTNER



KEY ENABLERS

- Cross-sector partnerships beyond the traditional textile supply chain
- Open approach to innovation and resource valorisation
- Ability to transform discarded materials into new opportunities

DESCRIPTION

Circular Fabrics, Shared Value was created to give Vitale Barberis Canonico fabrics a second life and prevent unsold goods, or products with imperfections that make them unsuitable for sale, from becoming waste. Through partnerships with stockists and donations to schools, associations, and social organisations, these resources are given new purposes, reducing disposal and generating shared environmental and social value.

OBJECTIVES

- Unsold goods management
- Reduce textile waste through alternative valorisation channels
- Maximise the recovery and utilisation of valuable materials

KEY RESULTS 2025

100% OF UNSOLD GOODS AND PRODUCTS UNSUITABLE FOR SALE ARE GIVEN A SECOND LIFE

REDUCING WASTE AND EXTENDING THE LIFE CYCLE OF MATERIALS

SOCIAL VALUE CREATION THROUGH MATERIAL DONATION AND REUSE INVOLVING SCHOOLS, ASSOCIATIONS, AND SOCIAL ORGANISATIONS

ANNEX 2

M4CF Pledge



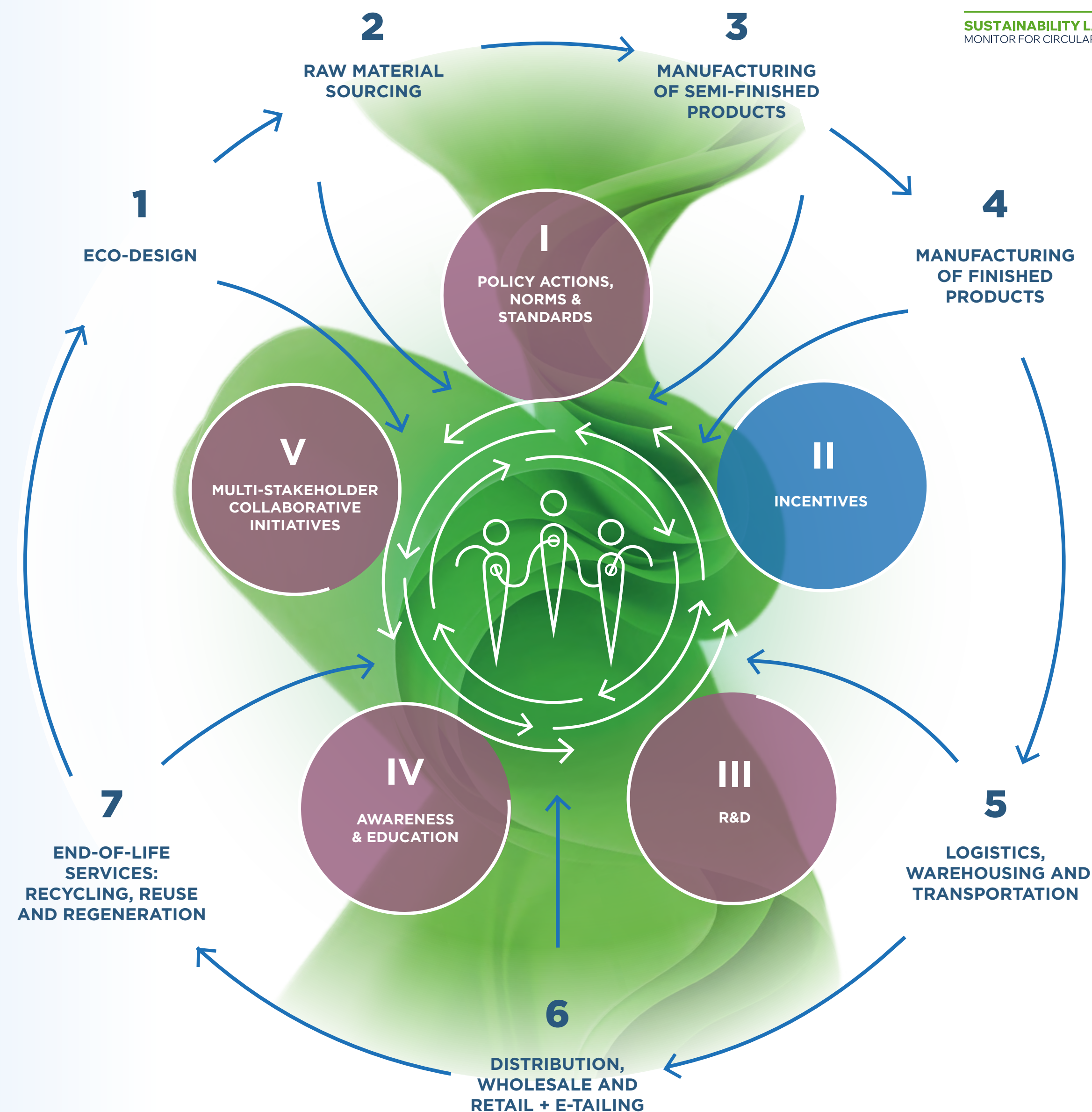
OUR PLEDGE TO UNITED NATIONS

The **Circular Fashion Manifesto** is answering the UNECE Sustainability Pledge, inviting all actors in the garment and footwear industry to take action for traceability and transparency in order to accelerate the sustainability and circularity of value chains in this industry, in line with **the United Nations 2030 Agenda for Sustainable Development**. The initiative aims at establishing a mechanism to support the uptake of measures in **the UNECE Recommendation No. 46** as well as relevant UN/CEFACT standards, and to support the monitoring of their implementation. In 2025, for the fifth year, the Partners of the Monitor for Circular Fashion presented their traceability and transparency commitment to the UNECE Sustainability Pledge.



The 2021 Circular Fashion Manifesto presented the specific actions referring to 4 out of 5 measures of the UNECE Recommendation N.46:

- I. Policy Actions, Norms & Standards
- III. R&D
- IV. Awareness & Education
- V. Multistakeholder collaborative initiatives

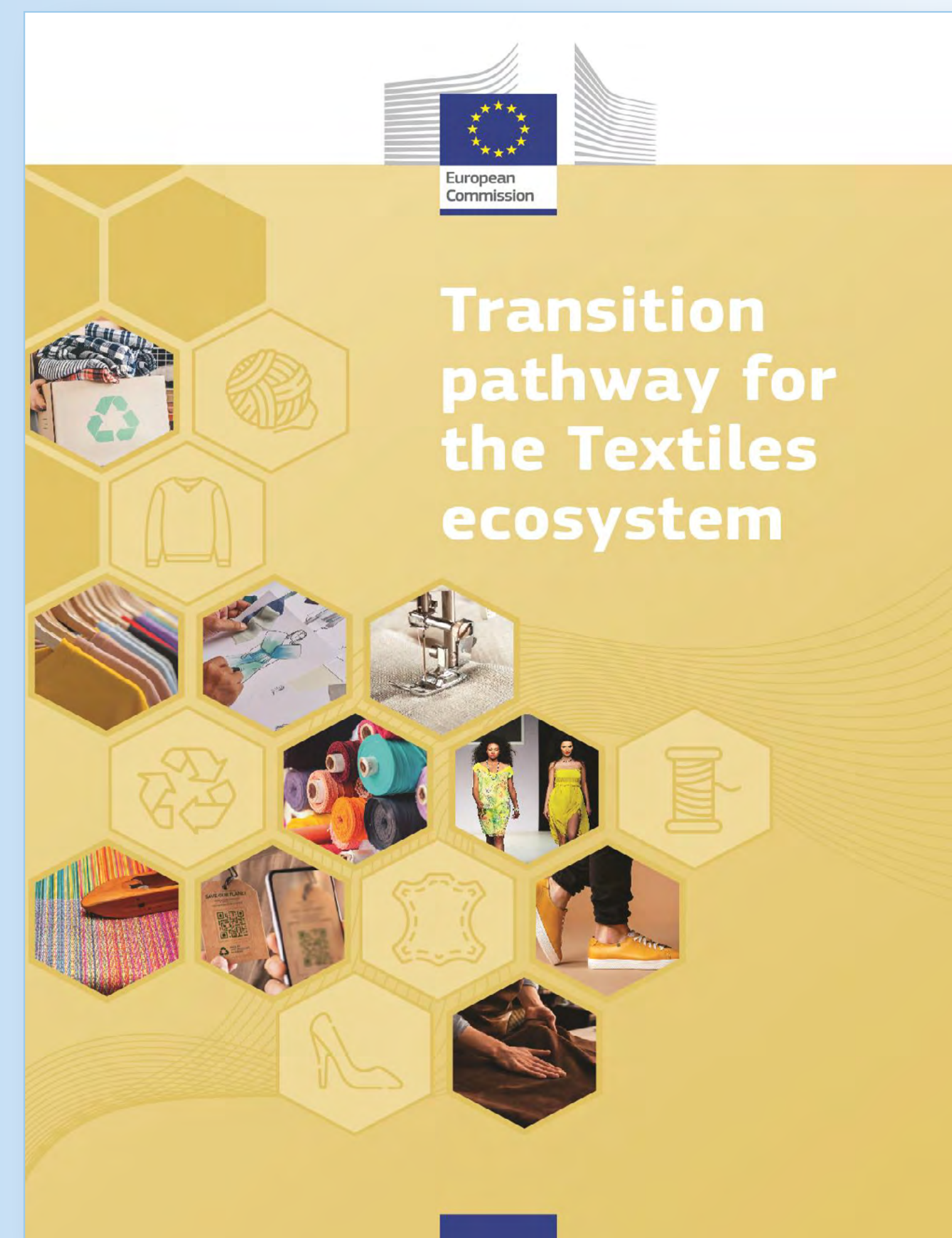


OUR PLEDGE TO THE TEXTILES ECOSYSTEM TRANSITION PATHWAY

The **Textiles Ecosystem Transition Pathway (TTP)** was published by the European Commission on 6th of June 2023. The policy report includes 50 specific actions to support the twin transitions and the long-term resilience and competitiveness of the textiles ecosystem.

The Companies of the M4CF are also presenting their Pledge to the European Commission call for commitments for stakeholders in the textiles ecosystem, highlighting the consistency of the existing Circular Fashion Manifesto and the related actions already implemented since 2021, with 8 of them identified in the TTP. This commitment is reviewed on an annual basis.

The 8 selected actions are related to 5 out of 8 TTP building blocks.



OUR PLEDGE TO THE TEXTILES ECOSYSTEM TRANSITION PATHWAY

BUILDING BLOCK 1: SUSTAINABLE COMPETITIVENESS

1. Promote, support and implement circular and sustainability practices, services and business models, including social economy enterprises (such as product-as-service models, take-back services, second-hand and repair services, innovative sorting and recycling) including through Horizon Europe, LIFE, and the "ReSet the Trend #ReFashionNow" campaign and actions from the Social Economy Action Plan.

11. Create more demand for sustainable products and onboard consumers in the green transition by launching consumer campaigns to create awareness and to reshape consumption patterns including under the motto ReSet the Trend #ReFashionNow, as well as supporting emotional durability by designing products that people want to keep.

BUILDING BLOCK 2: REGULATION AND PUBLIC GOVERNANCE

14. Follow-up on actions in the EU Strategy for Sustainable and Circular Textiles, including specific ecodesign requirements, the Digital Product Passport, circular and sustainable management of textile waste and possible extended producer responsibility rules, and encourage industry participation in the relevant consultations.

16. Finding common methods to assess and compare the sustainability performance of textile products in the context of the foreseen ecodesign requirements.

17. Improving traceability and transparency in the textile value chain through the proposed Digital Product Passport.

BUILDING BLOCK 3: SOCIAL DIMENSION

21. Support up-and reskilling, access to lifelong learning and training opportunities through for example, the EU Pact for Skills for the Textiles ecosystem, to ensure workers are skilled for the twin transition.

BUILDING BLOCK 4: R&I, TECHNIQUES AND TECHNOLOGICAL SOLUTIONS

25. Increase access and interaction of SMEs in the textiles ecosystem to/with tech support structures (for example through tech federations, digital innovation hubs, campuses, incubators, clusters, industry alliances).

BUILDING BLOCK 5: INFRASTRUCTURE

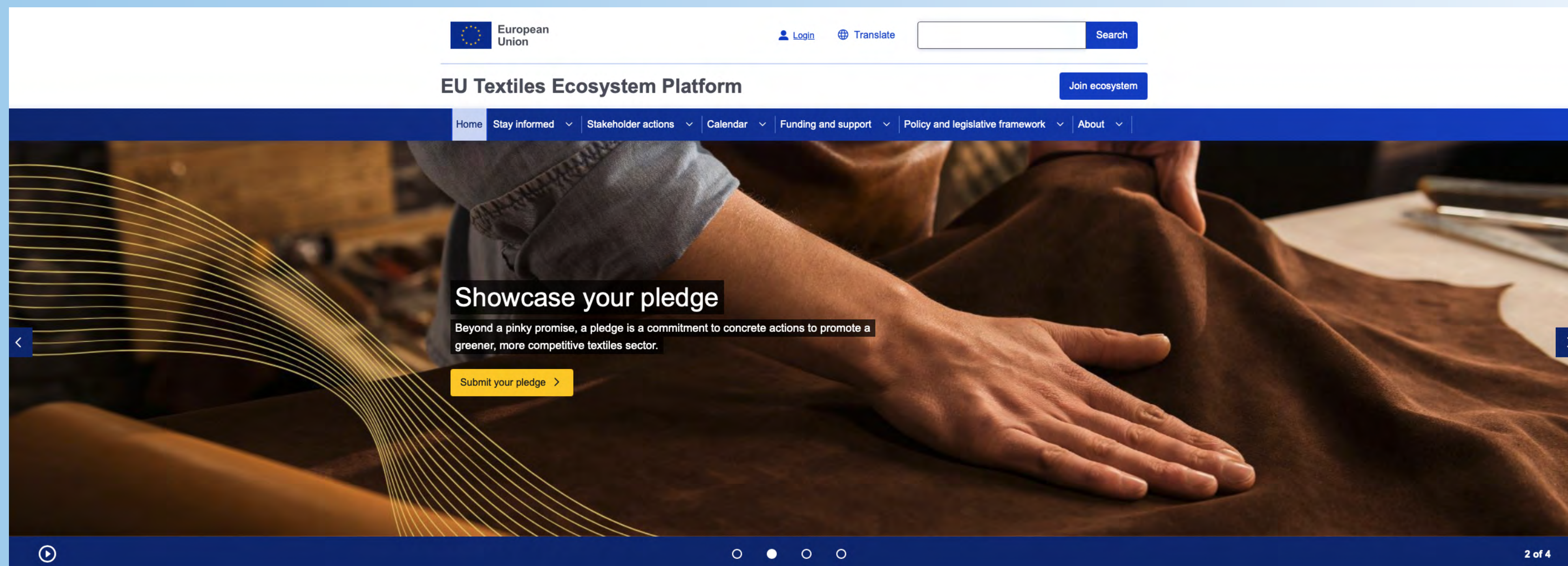
BUILDING BLOCK 8: ECOSYSTEM'S READINESS TO SUPPORT EU STRATEGIC AUTONOMY AND DEFENCE EFFORTS

BUILDING BLOCK 7: INVESTMENTS AND FUNDING

BUILDING BLOCK 6: SKILLS

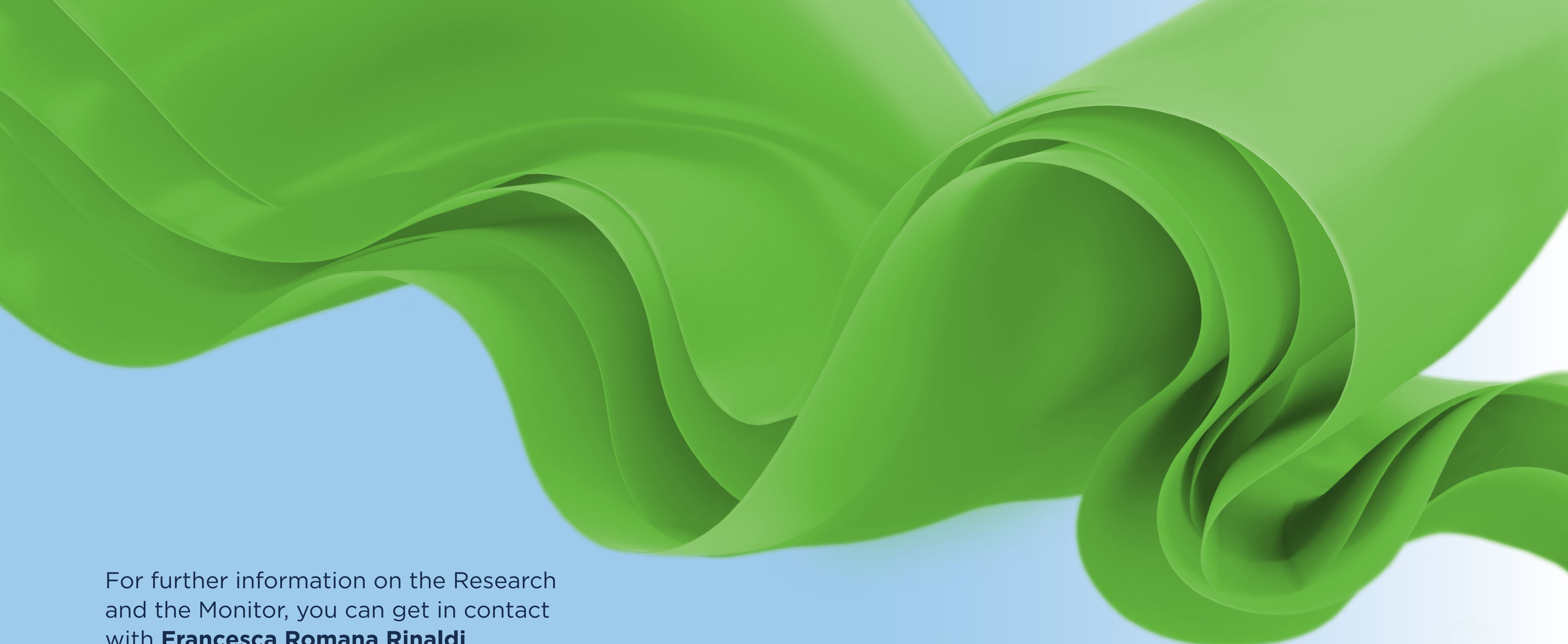
40. Organise events and awareness-raising activities on the attractiveness of the sector and new opportunities in the industry around the European Year of Skills.

THE MONITOR FOR CIRCULAR FASHION IS COMMITTED TO BE AN ACTIVE STAKEHOLDER IN THE EU TEXTILES ECOSYSTEM PLATFORM



SCAN ME!

Discover
more
at this **LINK**

A large, abstract graphic on the right side of the slide, composed of multiple layers of green, wavy, ribbon-like shapes that overlap and curve, creating a sense of depth and movement. The background is a solid light blue.

For further information on the Research
and the Monitor, you can get in contact
with **Francesca Romana Rinaldi**,
Director Monitor for Circular Fashion.

francesca.rinaldi@unibocconi.it
www.sdabocconi.it/circularfashion

SDA Bocconi
SCHOOL OF MANAGEMENT

SUSTAINABILITY LAB
MONITOR FOR CIRCULAR FASHION