

**Cambridge Judge Business School  
Executive Education**

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# **CIRCULAR ECONOMY AND SUSTAINABILITY STRATEGIES**

Create business strategies  
using a sustainable circular  
economy model



**UNIVERSITY OF  
CAMBRIDGE**  
Judge Business School

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**Executive**Education

## Overview

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“Sustainability meets the needs of the present without compromising the ability of future generations to meet their own needs.”

— **United Nations**



Sustainability has emerged as a top priority for decision-makers in today's global business climate, as it affects everything from the environment and our health to economic growth. Achieving sustainability requires moving from a traditional take-make-waste economy to a circular economy, which is based on the principles of designing out waste and pollution. It requires a fundamental shift in how we conceive not only of product development but the very business models that drive our organisations.

This programme has been designed to help business professionals understand the growing business case for sustainable solutions and what the future of business looks like with sustainability in mind. As a participant, you will also learn how to manage and lead a sustainable business by incorporating circular economy principles into your strategies to support sustainable growth.

**49%**

of consumers have paid a premium — on average, 59% more — for sustainable or socially responsible products in the past 12 months.

Source: IBM

## Who is this programme for?

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This programme is for business professionals who recognise the importance of incorporating the fundamentals of sustainability and circular economy into their organisations' growth strategies to achieve long-term success.

### **This programme is ideal for those seeking a future-conscious approach to:**

- **Refining business objectives and frameworks:** gain strategies that will help you refine your organisation's goals and frameworks to drive a sustainable business.
- **Developing innovative solutions:** create innovative and sustainable solutions to business challenges.
- **Driving business growth:** leverage sustainability for competitive advantage and generate long-term growth in the post-pandemic world.



## Programme highlights

**By the end of this programme, you will be able to:**



### **Identify**

the three dimensions of sustainability (society, environment and economy) and their relationship.



### **Demonstrate**

the value of impactful investments.



### **Understand**

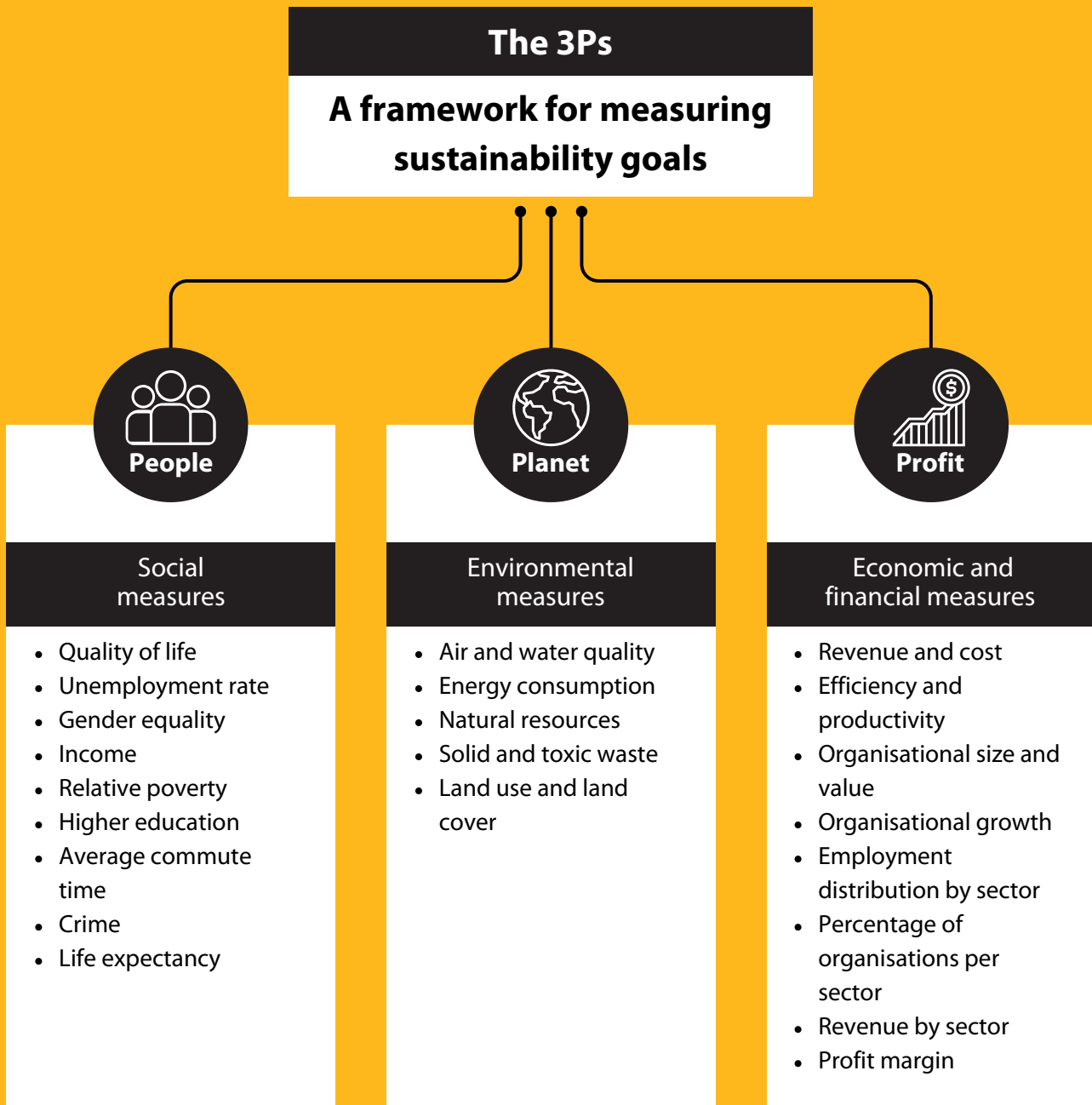
how to build a culture of sustainability.



### **Plot**

steps for developing a sustainable business model.





Determining whether an organisation is operating sustainably can be challenging. The 3Ps framework — people, planet and profit — goes beyond the traditional measures to include environmental and social dimensions. As a participant in this programme, you will explore this framework and learn how each of the parameters and their related variables help measure sustainability goals.

# Syllabus

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## **Module 1: Introduction to Sustainability and Natural Capital**

Learn the fundamentals of sustainability and examine it from a business and economic standpoint.

- Understand sustainability through the lens of overconsumption and overproduction.
  - Identify sustainability metrics, including the triple bottom line, environmental, social and governance (ESG) and the UN sustainable development goals (SDGs).
  - Analyse sustainability initiatives used by some of the world's most recognisable brands.
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## **Module 2: The Circular Economy and Sustainable Business Models**

Examine the basics of a circular economy and discover the power of a sustainable business model to mitigate waste.

- Examine the fundamentals of a circular economy and a circular business model.
  - Understand the differences between linear and circular business models.
  - Learn how to circularise a linear business model.
  - Discover the benefits of transitioning to a circular business model.
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## **Module 3: Building a Sustainable Organisation**

Understand the significance of sustainability to long-term organisational success.

- Analyse the importance of building a sustainable organisational culture.
  - Learn how to build a sustainable culture and incorporate other business strategies into the process.
  - Identify and navigate the potential pitfalls of transforming organisational culture.
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# Syllabus

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## **Module 4: Enablers of Sustainability**

Explore the relationship between circularity and sustainability and understand the primary drivers of sustainability.

- Analyse how circularity enables sustainability.
  - Identify other forces that enable sustainability, such as the Internet of Things (IoT), impact investment, leadership and management commitment, infrastructure and government policy.
  - Learn how to design waste out of your business processes.
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## **Module 5: Driving Innovation through Impactful Solutions**

Discover the connection between sustainability and innovation.

- Learn how sustainability drives innovation.
  - Explore examples of innovation that have improved sustainability.
  - Use the ReSOLVE framework as a springboard for creating sustainable innovations.
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## **Module 6: Impact Investment: Fundamentals and Characteristics**

Understand the characteristics of sustainable finance and learn how the impact of investments is measured to build a legacy of sustainability for your organisation.

- Identify the drivers of sustainable organisational growth.
  - Understand how organisations build business models to achieve long-term growth.
  - Determine the value of impact investing using investor and nonfinancial metrics.
  - Learn how to prioritise sustainability initiatives for your organisation.
  - Discover effective strategies for discussing sustainability issues in the workplace.
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## Programme faculty

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### **Khaled Soufani**

**Management Practice Professor of Financial Economics & Policy  
Director of the Cambridge Executive MBA Programme  
Director of the Circular Economy Centre (CEC), Fellow of Clare Hall  
College**

PhD (University of Nottingham)

Professor Soufani has published extensively in economics and finance in areas relating to financial management, corporate restructuring, M&A, private equity, venture capital and family business and the financial and economic affairs of small to medium-sized enterprises. His research also includes work on economic growth and innovation relating to the circular economy and fast-growing markets and economies. His work is widely cited and included in policy reports by organisations such as the EU, OECD and the Institute of Directors. His work has also been cited and published by the World Economic Forum. He sits on the editorial boards of a number of international academic journals. Before joining academia, Professor Soufani worked in investment banking in the area of bond and money market trading. Professor Soufani has been the academic programme director for many Executive Education programmes for major organisations and financial institutions as well as government organisations.

## Featured faculty guest presenter

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### **Othman Cole**

**Management Practice Associate Professor (Finance)  
Deputy Director of the Executive MBA Programme, Fellow of  
Hughes Hall**

MPhil, PhD (University of Cambridge)

Dr Cole is a Senior Faculty in Management Practice (Finance) and the Deputy Director of the Executive MBA Programme at the University of Cambridge Judge Business School Executive Education. He is also a Fellow of Hughes Hall, University of Cambridge. Dr Cole holds a PhD and an MPhil in Finance, both from Cambridge Judge Business School Executive Education, an MSc in International Securities, Investment and Banking and an MEng in Computer Systems Engineering. Prior to his current role, Dr Cole was a Research Associate and then Fellow at Cambridge Judge Business School Executive Education. He was also an Assistant Professor of Finance at ESCP Europe Business School, where he is now an Affiliate Professor. His areas of teaching include corporate finance, project finance and mergers and acquisitions and his areas of research are capital structure of organisations, behavioural biases, National Oil Companies (NOCs) and International Oil Companies (IOCs), carbon emissions and economic growth.

Dr Cole has published a number of peer-reviewed academic articles and book chapters and has presented papers at a number of international conferences. His previous experiences were in investment banking at Barclays Capital and DNA Project Finance. He has also consulted for a number of organisations in risk management, real estate and energy.

## Case studies

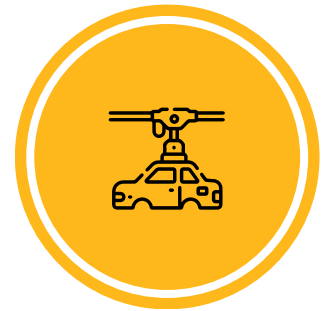
The sustainability efforts of some of the world's most recognisable organisations and brands are referenced in the programme, including:



**IKEA**



**ING**



**RENAULT**



**BMW**



**LG**



**NIKE**



**NESTLE**

**80%**

of consumers would make sustainable choices if barriers such as convenience, information and cost were addressed.

(Source: BCG Sustainability Consumer Survey)

## Assignments

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Assignments are structured around a sustainability workbook. Participants will apply programme concepts to their own organisations, reflecting on each module's concepts and determining next steps.

**Assess** your organisation's contributions to the conservation of the Earth's natural capital.

**Create** a one-page pitch describing how you would apply all five markers of sustainability to make your business more sustainable.

**Share** an impactful investment you have made and draft a plan for a future investment.

**Discuss** which portion(s) of the ReSOLVE framework your organisation most aligns with.

**Identify** stakeholders, engagement strategies and change management techniques to ensure a successful transition to a circular business model.

**Explore** the advantages and disadvantages of a planned obsolescence model and how a circular economy can preserve built-in obsolescence and plan for the economy.

**Explain** your organisation's approach to applying the fundamentals of circularity.

**Examine** your industry and identify which area you think would benefit most from an impact investment.

**\$417.35 billion**

is the projected value of the global green technology and sustainability market by 2030.

(Source: BCG Sustainability Consumer Survey)

## The learning experience

The Circular Economy and Sustainability Strategies programme is spread over six weeks and consists of video lectures, live webinars, assignments, question-and-answer (Q&A) sessions and discussions.



## Testimonials

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'I loved the dynamic learning methods as well as the content. It was a great mix of office hours, webinars and self-led learning that suited me perfectly.'

**Lyndsay Roffey**

Co-Founder and COO, Conscious Cleaning Subscription

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'The programme has so much information with a clear and concise structure to obtain a foothold in sustainability.'

**Richard Hall**

Interim Director of Finance, Robert Half Finance and Accounting

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'The project examples and practices were excellent. The ReSOLVE framework, AIDA methodology and the simplicity of Dr Soufani while explaining complex concepts and processes were brilliant.'

**Marina Robles**

Global Head of Sustainability Insights, Euromonitor International

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'The networking sessions were great because we could learn current and real-life examples of related topics from our peers.'

**Cynthea Louis**

Senior Manager Credit Risk, Danajamin Nasional Berhad

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'The programme covers a very relevant topic on economic growth, raises awareness and contributes towards establishing a common language, a terminology essential to conduct meaningful conversations about sustainability and circularity.'

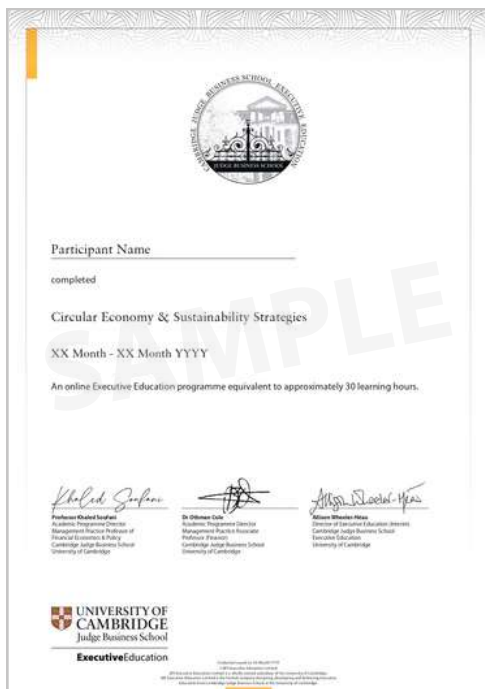
**Tamas Sarkadi**

Group Head of Sustainability, Sabater

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## Certificate

Upon successful completion of the programme, participants will be awarded a digital certificate of completion by Cambridge Judge Business School Executive Education.



## About Emeritus

Cambridge Judge Business School Executive Education is collaborating with online education provider Emeritus to offer a portfolio of high-impact online programmes. These programmes leverage Cambridge Judge Business School Executive Education's thought leadership and technical expertise developed over years of research, teaching and practice.

By collaborating with Emeritus, we are able to broaden access beyond our on-campus offerings in a collaborative and engaging format that stays true to the quality of Cambridge Judge Business School Executive Education.

## Programme fee and duration



**£1,850**

**6 weeks, online**

Singapore residents who wish to enrol in this programme will be charged GST.

## About Cambridge Judge Business School Executive Education

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Cambridge Judge Business School Executive Education is internationally celebrated as a provider of stimulating management education, with a particular emphasis on entrepreneurship and innovation management. With a world-class faculty of over 70 members and a philosophy of collaboration, the School is a place where people from many disciplines meet and share ideas — policymakers, entrepreneurs, industry leaders, regulators, not-for-profit organisations and academics.

Cambridge Judge Business School Executive Education offers a distinctive approach born out of the practices of the University of Cambridge, and its programmes are based on cutting-edge research from its 19 research centres and are delivered by world-class faculty. The School leverages the unrivalled resources of the wider University, giving participants a learning experience of quality, intensity, relevance and challenge.

Cambridge Judge Business School Executive Education covers a wide range of open-enrolment and customised programmes. These programmes are designed for organisations, business professionals, managers, leaders and executives from many different functions who strive for professional and personal growth. Programmes are developed to help executives and organisations from both the private and the public sectors achieve operational excellence and results.

### **About the Circular Economy Centre (CEC)**

The CEC at Cambridge Judge Business School Executive Education is a leading international source of research, expertise and knowledge that seeks to promote the concept of the circular economy.

The CEC highlights the latest research and publications on the circular economy from Cambridge Judge Business School Executive Education faculty and has established a wide-ranging network of organisations through research projects and events. The Centre advises government agencies, corporations and professionals from all sectors on the transposition of a circular economy business model and provides training and mentoring.

## **Contact Us**

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This programme is being delivered in collaboration with Emeritus.

**Prospective participants with questions on the programme are encouraged to contact Emeritus for further information.**

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