

**350,000**

# About WRCC Consulting



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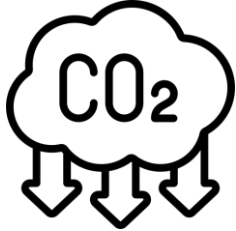


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**Delivering safety  
and promoting sustainability  
through a subscription service  
that aligns with industry standards  
that EMMA pioneers.**

# Pioneering Sustainability Practice: Reduce, Reuse, Recycle



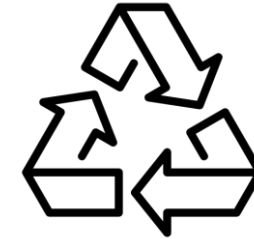
## Reduce

- Align with UN Sustainable Development Goals
- 100% Circular



## Reuse

- Provide Maintenance Service
- Worn Wear Platform



## Recycle

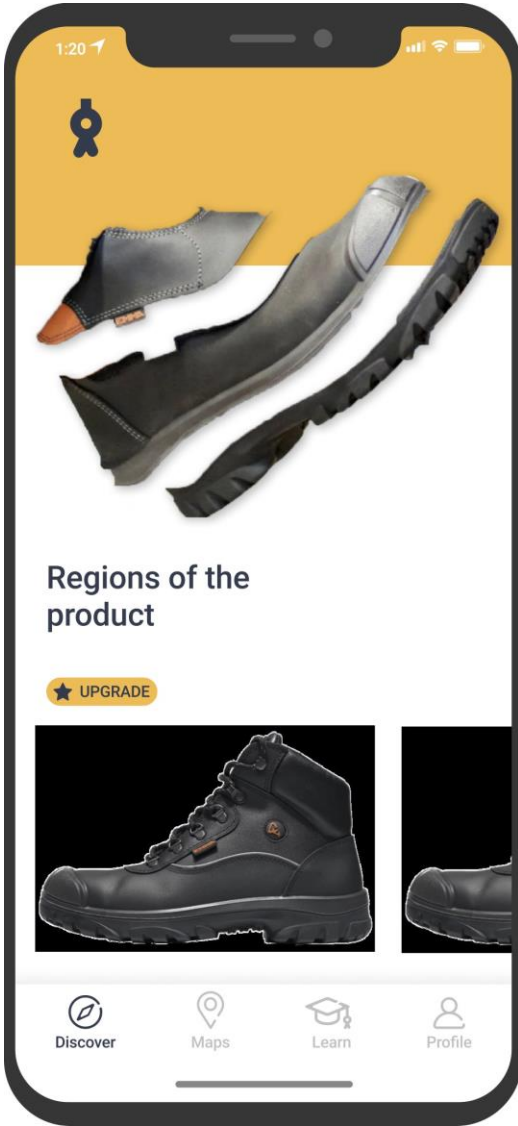
- Start new supply chains for entirely different products
- Global Recycle Standard Certificate

# EMMA should differentiate itself through **supply chain transparency**



Customers have a higher buy-in, feel more engaged and are more likely to recommend EMMA.

You helped save 13 tons of steel and 2 yards of leather!



From the App, Emma can also get customers' data and further tailor their needs

# EMMA should adopt a hybrid business model



## Existing Model

Completely Dealer dependent

Split process in product life cycle

Lower margins due to Revenue sharing



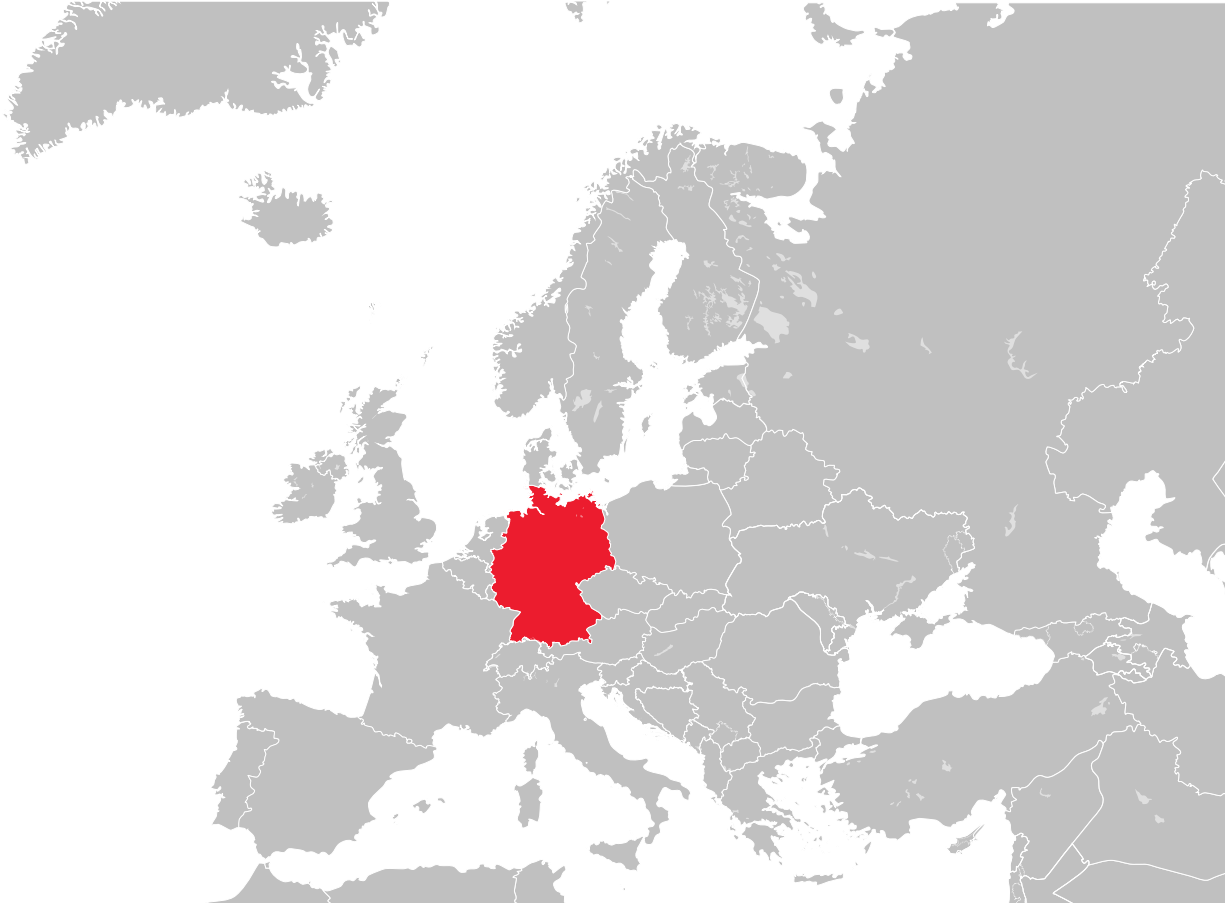
## Subscription Service

Direct to Customer

End to end cycle from manufacturing to recycling

Eliminating middle-man leads to higher margin

# EMMA's subscription service should launch in **Germany**, an industrial hub



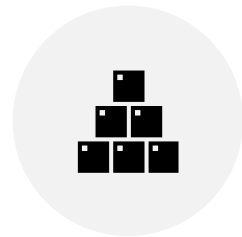
- Manufacturing accounts for 79% of the production, and 18.13% GDP in Germany
- No strong dealers who can work directly deal with customers
- Environmentally inclined customers
- Price insensitive, high quality manufacturing producer
- Close to the headquarters in Netherlands



# EMMA's subscription model includes many features



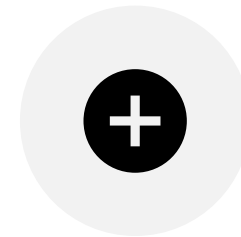
EMMA replenishes once every 12 months



Customers can choose from an assortment



Collaboration with local businesses for maintenance



Cross selling

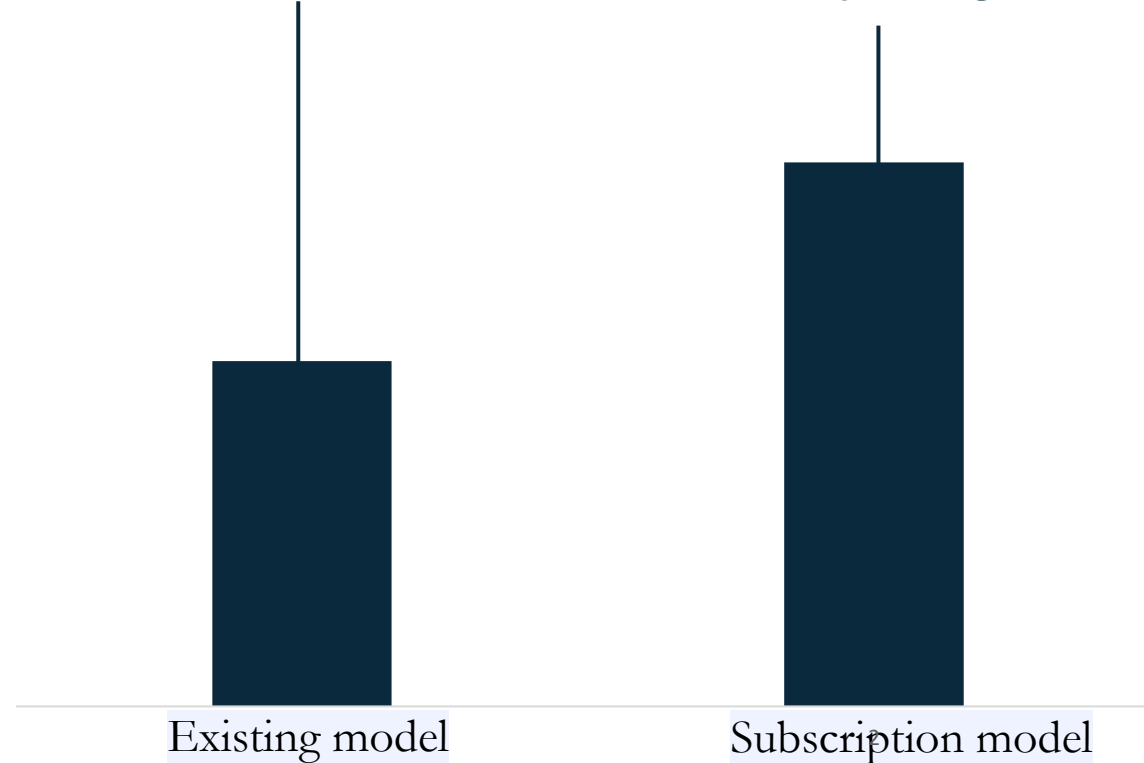


Signing long term contracts

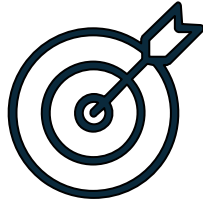
# In a subscription-based business model, EMMA can increase margins by 50%

Under the old pricing model, price could be distributed into

Under EMMA's subscription service, pricing would look a little different:



# EMMA should use principles of change management



Establish a sense of urgency:  
Prepare for the future leading position

Create a vision:  
Safe For All



Plan for and create short-term wins:  
Setting the short-term goals

Consolidate improvements and produce more change:  
Creating the mistake tolerance environment

# Safety, Accountability, Fair, and Eco-friendly S.A.F.E Practice Standard

Each circular shoe has its own  
materials passport

**Up to 71**

Number of participating  
parties

Uncompromised  
industry safety  
standard

**100% raw materials**

in the circular shoes are reused

# Revenue payoff in new business

- More environmentally-conscious customers interested in the brand
- Increase margins from direct-to-customer subscription
- Reduce on maintenance cost from scale of economy

# Summary

## **S.A.F.E. Standard Practice**

Leading brand in sustainable & safe shoes

**Germany**  
Launching Program

## **Change Management**

Internal and external

## **Subscription Model**

Tailored by industry

**Thank you!**











# Appendices








Have a question? We have an answer.



# Original Business Model

<p><b>Key Partners</b> </p> <p>1. upper suppliers consist 25-30 components (Brazil) 2. Netherlands do assembly</p>	<p><b>Key Activities</b> </p> <p>consciously know the goal</p>	<p><b>Value Propositions</b> </p> <p>1. comply with various safety standard 2. own tests to ensure shoe safety level 3. bespoke orthopaedic(foot scanning service) 4. ISO14001 certification (employ disability)</p>	<p><b>Customer Relationships</b> </p> <p>rely on dealers barrier between EMMA and end user (customer needs &amp; data)</p>	<p><b>Customer Segments</b> </p> <p>protection shoes( from Miners) 1. construction 2. chemical 3. Manufacturing 4. oil and gas</p>
<p><b>Cost Structure</b> </p> <p>1. cost of materials(<math>85 \cdot \frac{1}{3}</math>) 2. dealer cost (<math>85 \cdot \frac{2}{3} \cdot \frac{1}{5}</math>)</p> <p>average shoes price: 85</p>	<p><b>Channels</b> </p> <p>dealers-&gt; large/SME</p> <p><b>Revenue Streams</b> </p> <p>80% from SME</p>			

# Updated Business Model

<p><b>Key Partners</b> </p> <p>1. upper suppliers consist 25-30 components (Brazil) 2. Netherlands do assembly</p> <p><b>New:</b> 1. FBBasic, a circular economy consulting company 2. Maintenance Service company</p>	<p><b>Key Activities</b> </p> <p>consciously know the goal</p> <p><b>New:</b> 1. provide maintenance, cleaning, recycling 2. collaboration</p>	<p><b>Value Propositions</b> </p> <p>1. comply with various safety standard 2. own tests to ensure shoe safety level 3. bespoke orthopaedic(foot scanning service) 4. ISO14001 certification (employ disability)</p> <p><b>New:</b> recycled/ reused material</p>	<p><b>Customer Relationships</b> </p> <p>rely on dealers barrier between EMMA and end user (customer needs &amp; data)</p> <p><b>New: directly to customers</b></p>	<p><b>Customer Segments</b> </p> <p>protection shoes( from Miners)</p> <p>1. construction 2. chemical 3. Manufacturing 4. oil and gas</p> <p><b>New:</b> environmentally conscious people</p>
<p><b>Cost Structure</b> </p> <p>1. cost of materials(85*1/3) 2. dealer cost (85*2/3*1/5*1/5)</p> <p>average shoes price: 85</p>		<p><b>Revenue Streams</b> </p> <p>80% from SME</p> <p><b>New: Subscription (pay as you use model)</b></p>		

# Current Steps to increase environmental performance

- Setting a goal on GHG emissions of a 50% reduction in scope 1 & 2 by 2030, from a base year of 2018 since which Snickers has already reduced GHG emissions by 40%. They are also in the process of setting a goal for GHG reduction in Scope 3.
- Limiting their chemical footprint through the use of a Group-wide Restricted Substance List (RSL), which all production suppliers must sign.
- Prioritising premium materials for premium products through their internal and external supplier assurance process (Show OEKO-TEX and Blue Design logos)
- Prioritising 'Preferred fibres' - defined as fibres that have more sustainable properties in comparison to conventional options - (Goal: To source 70% of fibres as preferred fibre by 2030)
- Ensuring garments made from Preferred fibres are comparable when it comes to durability and comfort, because creating hard-wearing products with a long product lifetime is key to reducing waste
- Choosing the most appropriate fibre to achieve a long tire-time for a garment - this might include man-made materials, such as nylon and polyester, that can easily be recycled to create new raw material with the same performance level as the original virgin material.
- Committing to conscious cotton choices - (Show Goal: To source 80% of cotton as more sustainable cotton by 2023")
- Driving demand for Better Cotton which positively impacts farmers and the environment. [bettercotton.org](https://bettercotton.org) (Show Better Cotton logo and weblink)
- Using a more sustainable colouring process for Polyester that significantly reduces water, chemicals and energy use – commonly referred to as dope dye.
- Using 'Mulesing-Free' Merino Wool to prevent animal cruelty

# Reference

- [EMMA Safety Footwear EN Catalogue 2021 by EMMA Safety Footwear – Issuu](#)
- [The future is circular. Together we can make great strides - Circular Footwear Alliance \(cfalliance.eu\)](#)
- [factsheet\\_footwear.pdf \(europa.eu\)](#)
- [Home | EMMA Safety Footwear](#)
- <https://www.britannica.com/place/Germany/Services>
- <https://tradingeconomics.com/germany/manufacturing-production>