

## SHORT SUMMARY

**Organisation:** UMC Utrecht, [www.umcutrecht.nl](http://www.umcutrecht.nl) | **Contact persons:** Michiel Plancken (Senior Purchaser UMC Utrecht) | Joep van Breukelen (Purchaser UMC Utrecht) | Anne Marie van den Berg (Senior Purchaser UMC Utrecht) | **Product & sector:** white uniforms (Textile), furniture (Office furnishing) | **Number of fte:** 8,438 (Annual Report 2015) | **Country:** The Netherlands | **Procurement volume:** approximately € 350 m



# Uniforms and furnishing UMC Utrecht



*"A more functional call for tenders leads to better results."*

Michiel Plancken,  
Senior Purchaser UMC Utrecht

The clothing for nursing staff and furniture. How can we invite tenders for these products using circular principles? UMC Utrecht was considering this.

## Project description

On 12 November 2013, UMC Utrecht was one of the first group of organisations to sign the Green Deal. Multiple pilots were started, with two circular projects standing out: the white uniforms for nursing staff and the furnishing for the UMC.

The white uniform project is currently in the initial phase (October 2016); the procurement strategy is being concluded. For the furnishing, the goal is to sign a ten-year contract for 90% of the office furniture and waiting room furniture, including living room furnishings. The contract also stated that a solution needed to be found for the existing furniture.

## Approach

A feasibility study regarding circular tenders was first conducted together with Kirkman Company. Based on this, a competitive dialogue with suppliers was chosen in order to firm up the requirements, options and award criteria, among other things. Selection criteria were then determined, with a particular focus on circularity. Registrations were assessed, among other things, according to technical content, financial and process areas and Simon Sinek's Golden Circle. The reference in this is a hard *knock-out* criterion. As well as furniture, the call for tenders in the market also included furniture management and interior advice, and the desire to create cooperative networks with various partners for this.



## FACTS & FIGURES

### Furniture

- > Contract value/budget: approx. € 800,000 per year
- > Contract form: framework agreement
- > Contract term: 5 + 5 x 1-year extension

### Clothing

- > Contract value/budget: approx. € 130,000 per year

## Results

The office furnishing process was still in the selection phase in October 2016. Key Performance Indicators for suppliers were yet to be developed. The call for tenders was based on a more abstract level: number of workspaces, square metres, work concept or space type and within set performance targets. A ceiling price was agreed with the client plus the requirement that the solution should be budget neutral. There was a conscious decision for collaboration for at least ten years.

*“Sustainability is desired but it shouldn't be more expensive. That is one of the concerns.”*

Joep van Breukelen, Purchaser UMC

This enabled the client to include innovations, establish collaboration and recoup investments.

As yet, there are no agreements regarding the business model. The UMC sees practical disadvantages regarding payment for use, such as the responsibility for furniture management. A different kind of collaboration will develop,

considering the long contract term. At the same time UMC also sees the advantages for the primary process. Medical companies such as Philips and Siemens already use similar concepts.

## Lessons learned

- Use experts as this provides knowledge and an internal support base.
- Market parties are very reluctant to release price information; transparency is still lacking.
- Uniforms are an emotional product.
- The market has many small start-ups, that are not capable of supporting large organisations.
- The success of the contract demands effort from two sides.
- Ensure that there is a support base in the organisation before you start.
- Take the time for preparation and start discussions with the market.
- Go for the longest possible contract term.
- Share your long-term procurement calendar with the market.
- Do not think too much in terms of procedures; lots can happen.

## About REBus and the Green Deal on Circular Procurement

The Green Deal on Circular Procurement (GDCP) is an initiative of MVO Nederland (CSR Netherlands), NEVI, Central government, Duurzame Leverancier, PIANOo, Kirkman Company and Circle Economy. Various pilots originating from GDCP are partly financed by the European REBus project, implemented in the Netherlands by Rijkswaterstaat (Directorate-General for Public Works and Water Management). They are working together to support businesses and government organisations in their circular procurement ambitions.

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**Partners:** Kirkman Company | Copper8 | REBus | PIANOo

**Relevant links & documents:** [REBus Case Study](#)

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