Current state overview

15-30 min (each)

1 executive & 3-5 stakeholder

one copy of the canvas for each

Create a common understanding of the objectives of an organization and the circular maturity.
Is sustainability integrated in the company's strategy? How?
Get a first idea of maturity and circular potential.
Executing this pre-task will ensure that a workshop has a smooth entry and framing for everyone. There's one task for the team lead and another one for all participants.

Description

Fill in all questions to prepare a short presentation of the role of sustainability and/or circular economy in the organisation.
Introduce the company's vision and mission.
Are you familiar with the concept of circular economy? If yes, how does your company understand the benefits of the approach?
What is your company's motivation and aim for this topic.
3-5 colleagues should fill in their point of view about sustainability and the company's goals and reflect on:
What is the company aiming to achieve through sustainability?
How is sustainability present in the daily work?

For Facilitators

The best usage of this method is to share the task previous to a workshop but it can be use as an entry too. Collect all answers in one canvas. Where possible, cluster answers and indicate hot spots already. This also helps to get a good understanding of the level of depth for a workshop.

CURRENT STATE OVERVIEW

VISION
WHAT IS THE COMPANY'S VISION?

MISSION
WHAT IS THE COMPANY'S MISSION?

SUSTAINABLY STRATEGY
THE ROLE OF SUSTAINABILITY IN
THE COMPANY'S STRATEGY?

ROUTINE
HOW IS CIRCULARITY PRESENT IN
THE DAILY WORK?

OBJECTIVE
WHAT IS THE COMPANY AIMING TO
ACHIEVE THROUGH SUSTAINABILITY?

CIRCULAR ECONOMY
HOW FAMILIAR IS THE COMPANY
WITH CIRCULAR ECONOMY?

WHAT ARE THE MOTIVATION
AND AIMS FOR THIS WORKSHOP?

Big picture setting

understand   system   circular strategy

45-60 min

2-4 people

**canvas +
e.g. SDG Cards,
Megatrends,
Pestle matrix**

Where are we now, where do we want to be?
This exercise aims to reflect the company's' current vision and mission for the future.

An examination of (environmental) megatrends and sustainability goals reveals actions and steps that need to be taken and potential to spur competitive advantages.

Description

Write down the company's vision and mission.
Browse the UN SDGs or other sustainability objectives
(e.g. regulations, socio-ecologic trends) and identify the ones most relevant for the organization. Write down how sustainability is or can be integrated in the strategy.
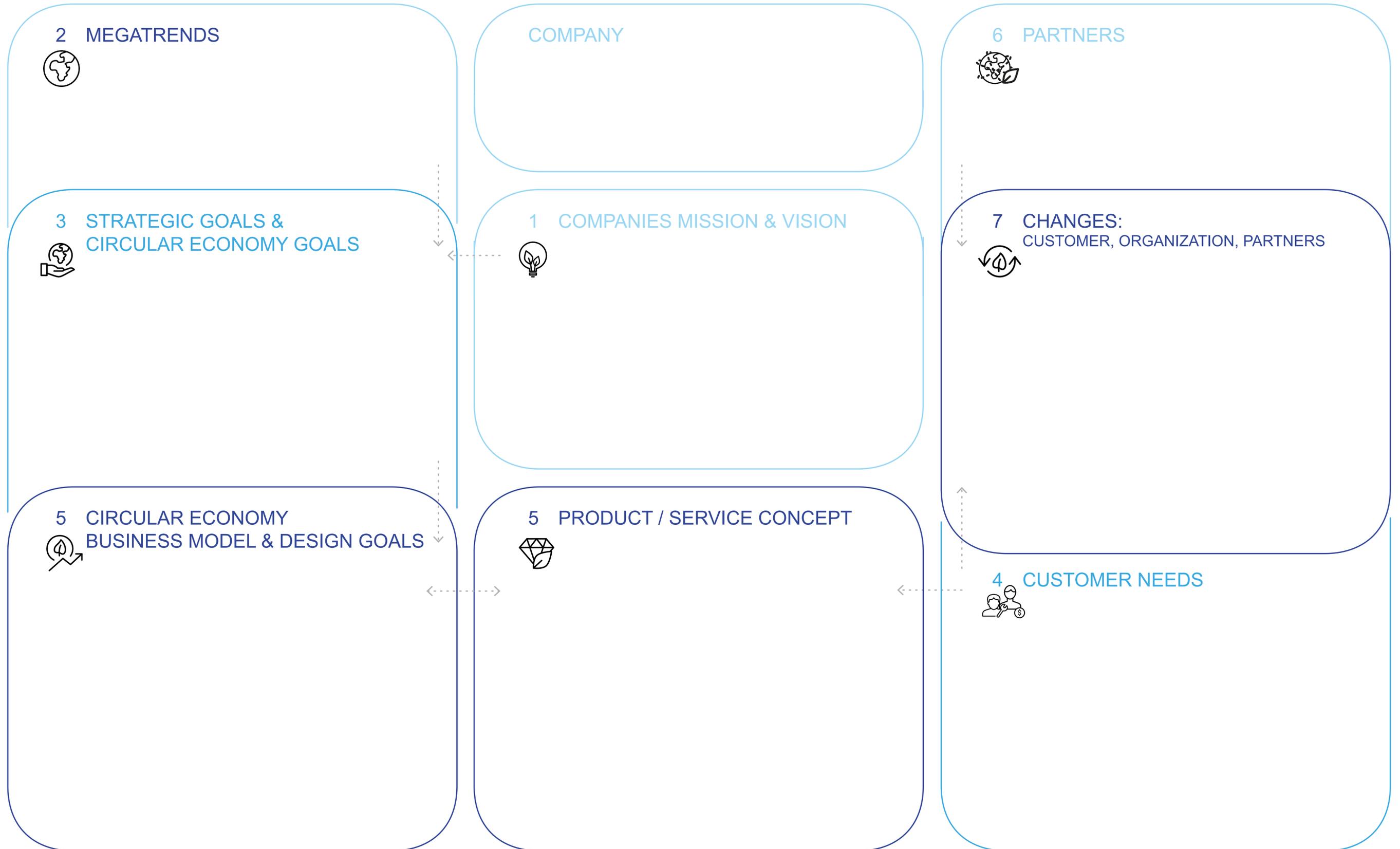Define the company's aim for the project, workshop or sprint.

The roadmap canvas can serve as a frame for a workshop or sprint and can be used to collect and summarize the results of the steps towards a circular business model or product-service concept.

For Facilitators

Depending on the scope of the workshop and the organizational situation, choose the metrics and sustainability objectives. Potentially pre-select more relevant ones. Give a brief introduction to mega trends and give some time for participants to familiarize with them.
The roadmap is a perfect framing for a sprint and its steps, the different fields can be filled with the results consecutively and partially build on each other.

BIG PICTURE & ROADMAP

2 MEGATRENDS

COMPANY

6 PARTNERS

3 STRATEGIC GOALS &
CIRCULAR ECONOMY GOALS

1 COMPANIES MISSION & VISION

7 CHANGES:
CUSTOMER, ORGANIZATION, PARTNERS

5 CIRCULAR ECONOMY
BUSINESS MODEL & DESIGN GOALS

5 PRODUCT / SERVICE CONCEPT

4 CUSTOMER NEEDS

Life Cycle Discussion

understand | ideate | product | service | circular strategy

45-90 min

2-6 people

**canvas
sticky notes**

Asking the right question is the first step towards change!
The two canvases (product or service) reveal important questions around each phase of the life cycle and indicate many possibilities to increase positive impact or circularity.

Description

Discuss various opportunities in the group with the help of questions and the indicated circular opportunities/needs relating to the life cycle stage.
The questions are for inspiration and they may generate new questions. Note these questions, too, they might be the most important questions to answer.

In this stage of the process all ideas can fly!
As always, write down one idea per sticky note
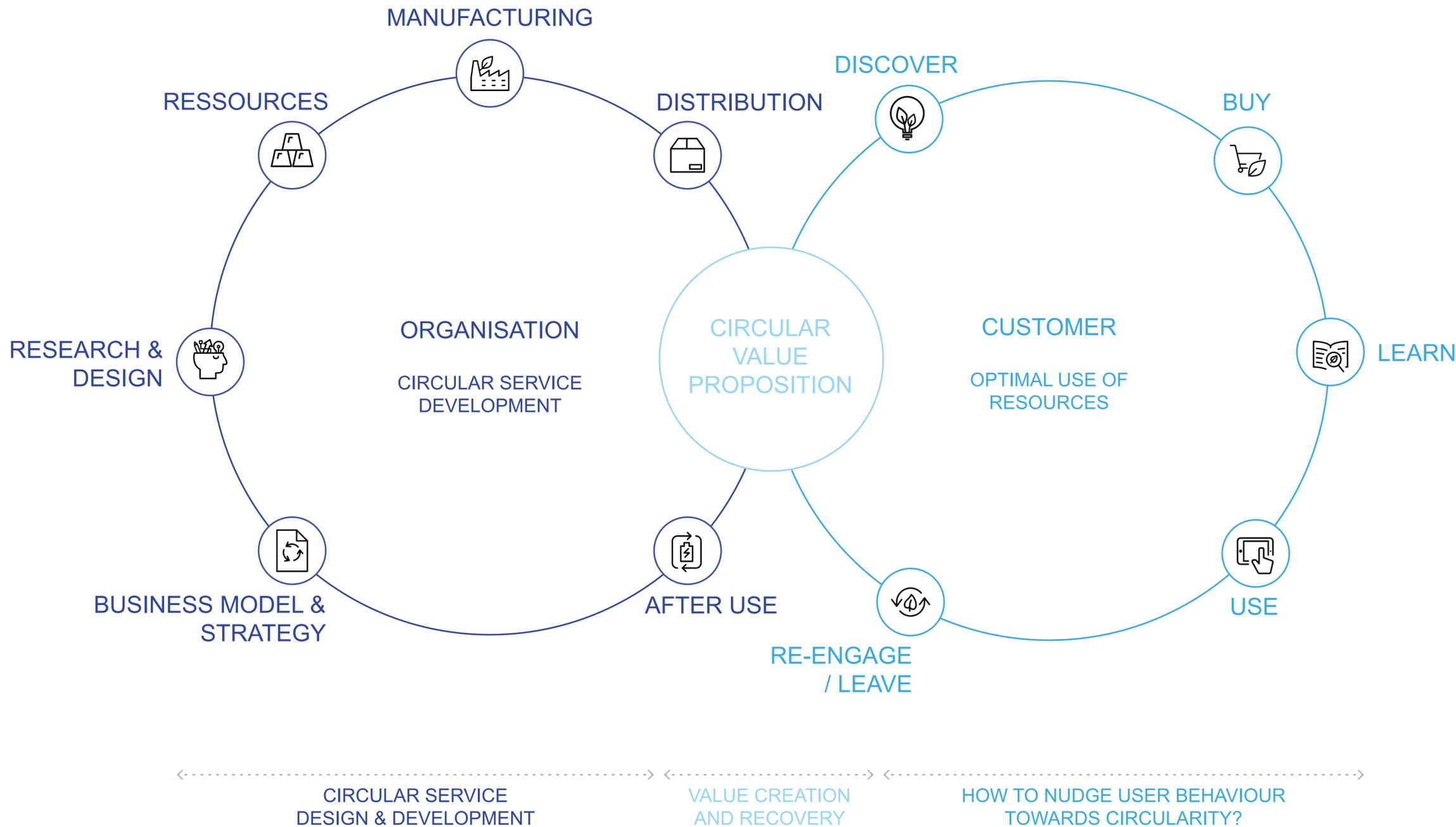After having collected ideas in the brainstorming, discuss or vote which are the most interesting ideas for further development.

For Facilitators

It may be helpful to guide the group here and pay attention to the questions that come up, as they can reveal hidden aspects to the challenge.
Also, make sure teams do not get lost over one specific question and remind of the overall objective from time to time. .

CIRCULAR DESIGN STRATEGIES

MANUFACTURING

RESSOURCES

DISTRIBUTION

DISCOVER

BUY

RESEARCH & DESIGN

ORGANISATION

CIRCULAR SERVICE DEVELOPMENT

CIRCULAR VALUE PROPOSITION

CUSTOMER

OPTIMAL USE OF RESOURCES

LEARN

BUSINESS MODEL & STRATEGY

AFTER USE

RE-ENGAGE / LEAVE

USE

CIRCULAR SERVICE DESIGN & DEVELOPMENT

VALUE CREATION AND RECOVERY

HOW TO NUDGE USER BEHAVIOUR TOWARDS CIRCULARITY?

Print out in DIN A0 or bigger

by   place your logo here

LIFE CYCLE DISCUSSION (PRODUCT)

DESIGN:
• What is the actual need/purpose?
• Can growth and the use of raw materials be disconnected?
• What is the business model?
• How does the product function as part of the ecosystem?
• What is the customer experience we want to provide?

MATERIALS
• Where do the materials come from?
• 'Purity' of materials (including packing materials): 'purity'
  • various compounds
  • harmful substances
• Can the materials be reused easily?
• Using ecological, recyclable or recycled materials
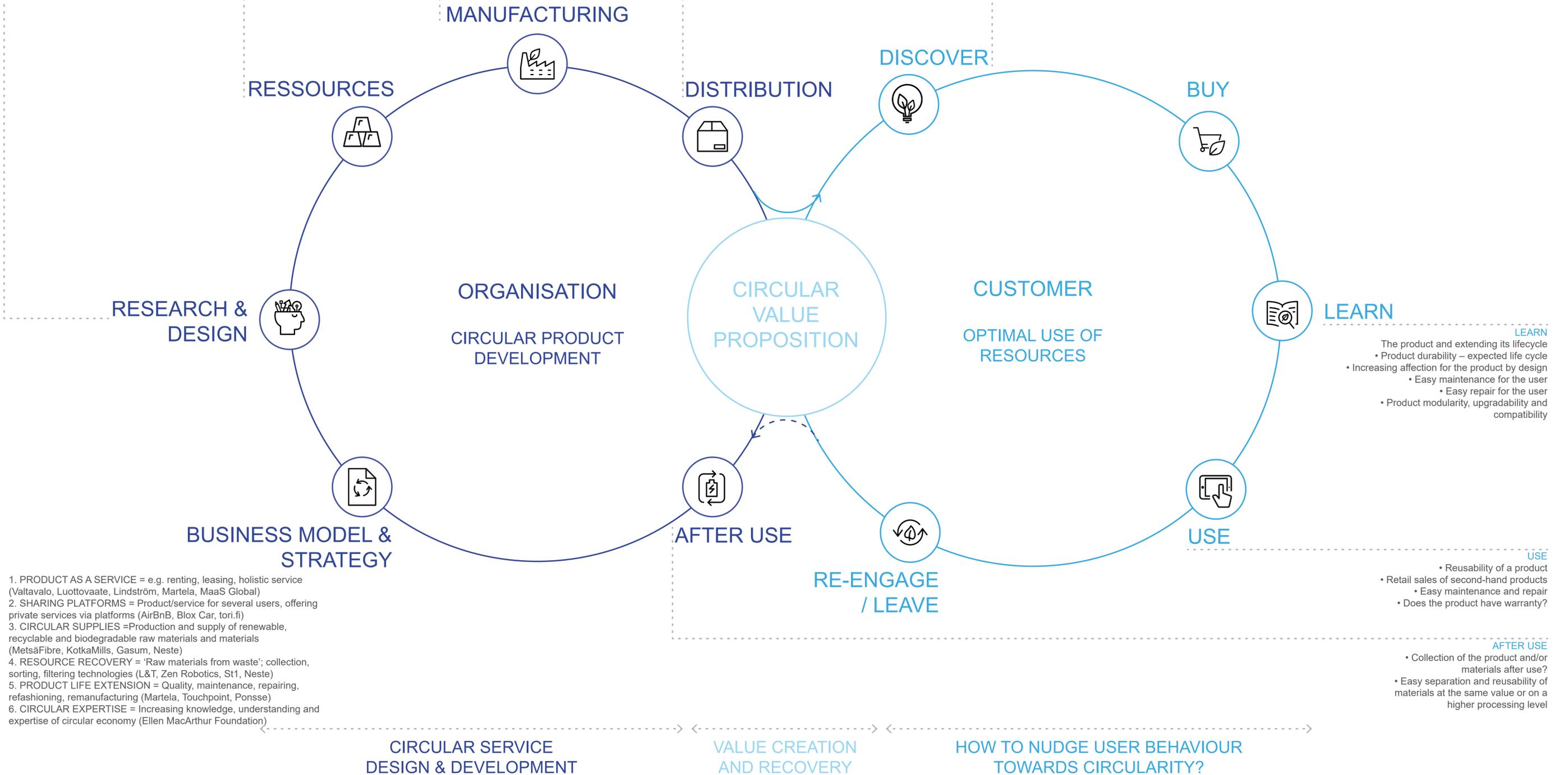• Range of materials

MANUFACTURING
• Does production generate waste and what happens to it
  • in the company
  • outside the company?
• Energy efficiency?
• Use of renewable energy?

LOGISTICS
• Are the logistics optimised with regard to
  • efficiency
  • the environment?
• Can the logistics be optimised with the help of partnerships or new technology?
• Do the logistics use emissionfree fuels?

SALES AND MARKETING:
• What are the core messages of marketing?
• Are you selling a product or a service?
• What is the revenue logic, e.g. sales based on volume, leasing, sharing platform…?
• What is the extent of the market and the goal?

MANUFACTURING

DISCOVER

RESSOURCES

DISTRIBUTION

BUY

ORGANISATION

CIRCULAR PRODUCT DEVELOPMENT

CIRCULAR VALUE PROPOSITION

CUSTOMER

OPTIMAL USE OF RESOURCES

RESEARCH & DESIGN

LEARN

LEARN
The product and extending its lifecycle
• Product durability – expected life cycle
• Increasing affection for the product by design
• Easy maintenance for the user
• Easy repair for the user
• Product modularity, upgradability and compatibility

BUSINESS MODEL & STRATEGY

AFTER USE

RE-ENGAGE / LEAVE

USE

USE
• Reusability of a product
• Retail sales of second-hand products
• Easy maintenance and repair
• Does the product have warranty?

1. PRODUCT AS A SERVICE = e.g. renting, leasing, holistic service (Valtavalo, Luottovaate, Lindström, Martela, MaaS Global)
2. SHARING PLATFORMS = Product/service for several users, offering private services via platforms (AirBnB, Blox Car, tori.fi)
3. CIRCULAR SUPPLIES =Production and supply of renewable, recyclable and biodegradable raw materials and materials (MetsäFibre, KotkaMills, Gasum, Neste)
4. RESOURCE RECOVERY = 'Raw materials from waste'; collection, sorting, filtering technologies (L&T, Zen Robotics, St1, Neste)
5. PRODUCT LIFE EXTENSION = Quality, maintenance, repairing, refashioning, remanufacturing (Martela, Touchpoint, Ponsse)
6. CIRCULAR EXPERTISE = Increasing knowledge, understanding and expertise of circular economy (Ellen MacArthur Foundation)

AFTER USE
• Collection of the product and/or materials after use?
• Easy separation and reusability of materials at the same value or on a higher processing level

CIRCULAR SERVICE DESIGN & DEVELOPMENT

VALUE CREATION AND RECOVERY

HOW TO NUDGE USER BEHAVIOUR TOWARDS CIRCULARITY?

Life cycle model ORGANISATION

understand | ideate | product | service | circular strategy

30-40 min per phase

teams of 2-4 people

canvas sticky notes in different colours

Asking the right question is the first step towards change!
The canvas reveals important questions around each phase of the life cycle and indicate many possibilities to increase positive impact or circularity.

Description

Discuss various opportunities in the group with the help of the questions and circular opportunities/needs relating to the life cycle stage.

The questions are for your inspiration and they may generate new questions, feel free to write down your questions, too. They might be the most important to answer.

Please remember that this is the stage where all ideas can fly, so don't be shy with your ideas.

Write down one idea per sticky note; use one colour for company's operations and another for circular service needs.

After having collected all ideas, discuss or vote which are the most interesting ideas for further development.

For Facilitators

Note! Depending of the total amount of workshop participants the team should be split into groups - each group focussing one or two phases. Collect all ideas and vote which are the most interesting ideas for further development.

It may be helpful to guide the group here and pay attention to the questions that come up, as they can reveal hidden aspects to the challenge.

Also, make sure teams do not get lost over one specific question and remind of the overall objective from time to time.

LIFE CYCLE MODELL ORGANISATION

MANUFACTURING:
Company Operations
  Does production generate waste and what happens
  to it in the company and outside the company?
  Is manufacturing energy efficient and with 100% renewable energy?
  Could the manufacturer get the materials back and reuse them?
Circular Service Need / Opportunity
  Organising reverse logistics
  Material identification for remanufacturing purposes

LOGISTICS:
Company Operations
  Are the logistics optimised with regards
  to efficiency & the environment?
  Can the reverse logistics be organised
  with the help of partnerships?
  Are packaging solutions optimised for logistics?
  Is logistics fossil fuel- free?
Circular Service Need / Opportunity
  Organising reverse logistics
  IoT solutions for traceability

MANUFACTURING

RESSOURCES

DISTRIBUTION

DISCOVER

BUY

MATERIALS & CHEMICALS:
Company Operations
  What are the materials used in your operations?
  Is there any sustainability criteria for procurement?
  Where do the materials/food come from?
  Are they ethically sourced?
  What about material extraction, does it support or degenerate critical ecosystems?
  Can the materials be easily separated at the end of first lifecycle for reuse purposes?
  Are materials virgin or secondary (recycled) and/or
  can they be reused recycled after 'after use' stage?
  What do you know about chemicals used in your products?
  What chemicals might be used in sourcing, manufacturing, production, use & after use?
  Are there harmful substances in the processes?
Circular Service Opportunities
  Material identification for reuse/refurbish/remanufacturing purposes, e.g. material passport
  Platforms for data storage; collaboration to enable reuse of materials
  Circular material innovations: recycled, bio- based, material as carbon sink etc.
  Monetising avoidance of negative environmental impact/creation of positive environmental impact
  (e.g. Environmental Loss & Profit calculations)

RESEARCH & DESIGN

ORGANISATION

CIRCULAR SERVICE DEVELOPMENT

CIRCULAR VALUE PROPOSITION

CUSTOMER

OPTIMAL USE OF RESOURCES

LEARN

R&D/STRATEGIC GOALS:
Company Operations
  What are the strategic goals of the company?
  Are carbon neutrality/circularity goals adressed?
  Are any other environmental/social goals part of the strategy?
Circular Service Opportunities (or Needs)
  Service contract management
  (e.g. tracking products, identification of materials)
  Data management for reuse opportunities
  Ability to design for disassembly and reuse
  Ability to harness circular ecosystem approach in projects
  Carbon budgeting

RE-ENGAGE / LEAVE

USE

BUSINESS MODEL & STRATEGY

AFTER USE

CIRCLAR BUSINESS MODEL, MARKETING & COMMUNICATIONS:
Company Operations
  How could the business model help creating growth
  while using less raw materials and resource?
  Could the product be provided as a service/leased/rented?
  How could the product return to the retailer/third party for the next life cycle?
  How could marketing and communications help in creating multiple lifecycles?
Circular Service Need / Opportunity
  Creating circular customer relationship
  Enabling circular behaviour (e.g. lease, maintenance, return of the product)
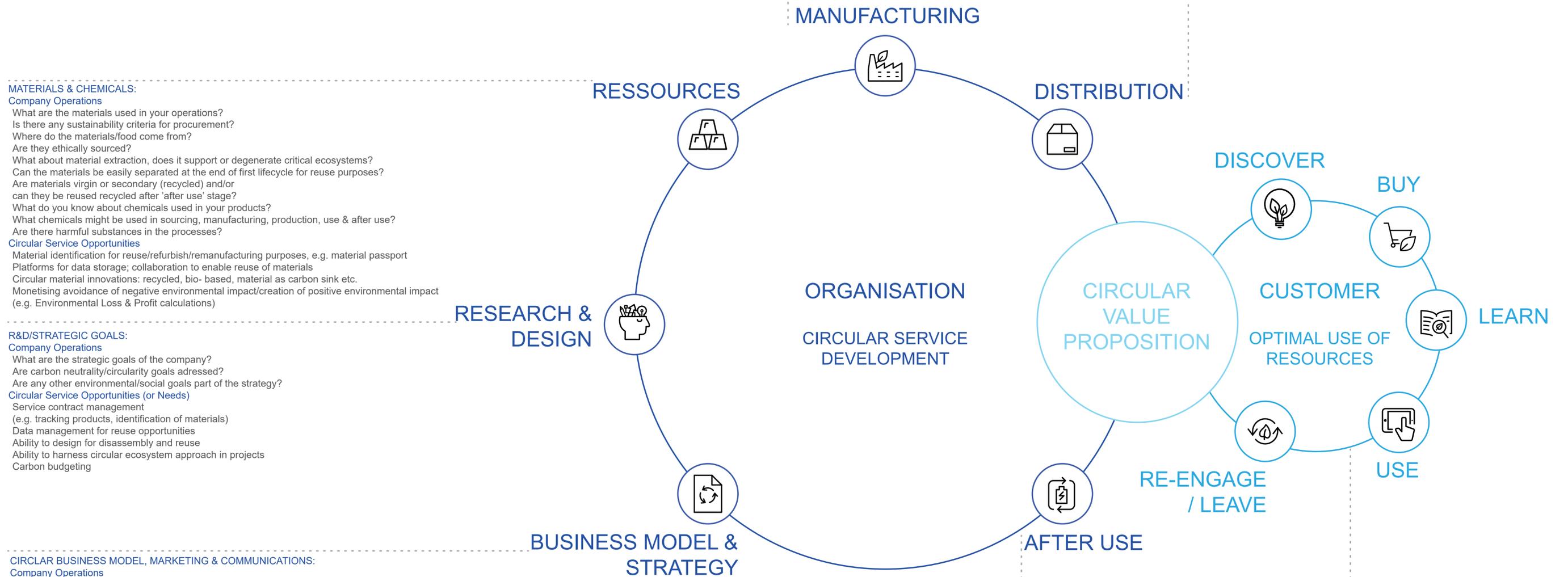
USE & AFTER USE:
Company Operations
  Is the product easy to maintain;
  can the user prolong the lifespan of the product?
  Are there any repair/reuse/recycling opportunities for the product?
  What type of communications & other services
  would support circular behaviour?
Circular Service Need / Opportunity
  IoT solutions (e.g. blockhain), digital applications improving
  customer experience, prolonging use phase and enabling return/reuse

PRODUCT DESIGN
Company Operations
  Is the product designed for multiple lifecycles?
  Could the product be improved through one/some
  of the following: ease of maintenance & ease of repair, ease of
  assembly & disassembly, modularity, upgradability and compatibility
  What is the packaging solutions? Can packaging be reused or recycled?
Circular Service Need / Opportunity
  IoT solutions for getting products back, predictive maintenance etc.
  Product as service business models: service development,
  e.g. long/short term leasing, subscription, maintenance services etc.

ECODESIGN CIRCLE

design methods for successful circular innovation

Print out in DIN A0 or bigger

by place your logo here

Life cycle model CUSTOMER

understand   ideate   product   service   circular strategy

60 min

1-3 people per team

canvas sticky notes

Customer perspective is the subjective response customers have to any direct or indirect contact with a company.
The customer journey therefore can only be considered as one whole where the individual phases add to the picture.

In this exercise the goal is to look at the service from the customers side and focus on the interactions between customer and your service idea.

Description

Individually or in small teams read through the customer activities and circular service needs and discuss how these are reflected in the company's organisation.
Spot opportunities for improving the circularity of the company's services based on the questions.
Add opportunities on post-its next to the different stages.
If there are new questions coming up, write them down, too in a different colour.

For Facilitators

Depending on the team size and the experience with user centricity this task should be done individually or in smaller teams.
Recap together the spotted opportunities and evaluate their relevance for the company and their clients.
Cluster and sort where necessary.
A vote for the most potential opportunities will help to focus for the further development.

LIFE CYCLE MODEL CUSTOMER

MANUFACTURING

RESSOURCES

DISTRIBUTION

RESEARCH & DESIGN

ORGANISATION

CIRCULAR SERVICE DEVELOPMENT

CIRCULAR VALUE PROPOSITION

CUSTOMER

OPTIMAL USE OF RESOURCES

BUSINESS MODEL & STRATEGY

AFTER USE

DISCOVER

BUY

LEARN

USE

RE-ENGAGE / LEAVE

DISCOVER
Customers activities
Searching for service providers
Encountering marketing
Getting recommendations
Circular service need
Communicating benefits of circular services
Making sense of circular economy on the systemic level, 'big picture' & communicating its meaningfulness
Communicating benefits of circular services

BUY
Customer activities
Evaluating the service
Making a decision
Paying or subscribing for the service
Circular service need
Convincing customer of the benefits
Communicating the value of the service also from a circular perspective

LEARN
Customer activities
Starting to use the service for the first time
Understanding how the service benefits circularity
Circular service need
Onboarding the customer
Establishing the basics of circular behaviour

USE
Customer activities
Using the service
Updating the service
Circular service need
Increasing and communicating about the benefits of the service
Nudging towards increased circularity and new behaviours
Supporting the customer when questions and problems arise

RE- ENGAGE OR LEAVE
Customer activities
Recommend the service
Increase use of the service
Buy additional services
Extend use: repair, remake
Reuse: recycle, return, resell
Circular service need
Communicating options for extending the use
Communicating options for ending use