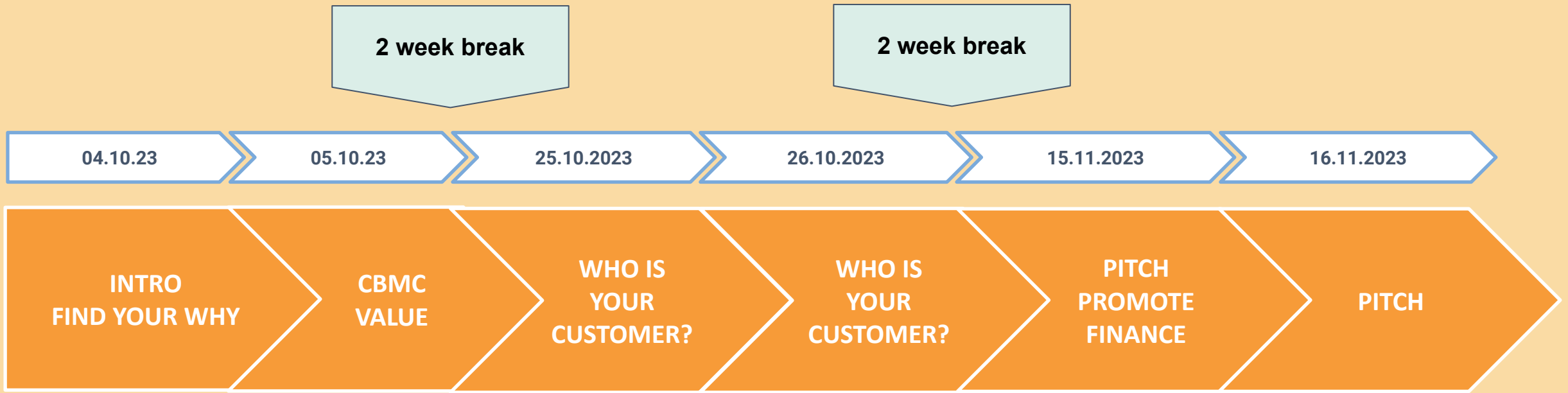


DAY 1

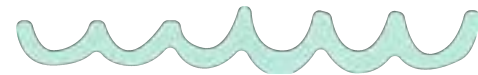
- Who are we?
- Circular economy
- Sustainable Development Goals
- Introduction to the platform
- Who are you?
- What is your WHY?





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WHO ARE WE?



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BLENDERS
INNOVATION BY ALL, FOR ALL

DRIVHUSET

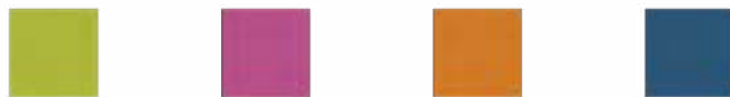


IMT Nord Europe
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ekocentrum 

**STARTUP
MIGRANTS®**

TØNDER
ERHVERVSRÅD



UCLL
UNIVERSITY OF
APPLIED SCIENCES



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Schedule

- 09.00 - 12.00 Morning session
 - **09.00 - 09.45** Introduction to the program
 - **10.00 - 10.45** Circular economy, Circular strategies and business models, Social sustainability
 - **11.00 - 11.30** SDGs
 - **11.30 - 12.00** Who are you?
- 13.00 - 16.00 Afternoon session
 - **13.00 - 13.30** Introduction to the platform (teams & google drive)
 - **13.30 - 13.45** Accept invitation to the team
 - **14.00 - 16.00** What is your why?



Circular Business Innovation Program

The programme will give you;

- Developing a strong circular business model
- Expanding your network
- Understanding the circular business ecosystem
- Creating a winning presentation
- Country profiles of our countries strengths and weaknesses
- Free coaching (up to 4 sessions)
- Overview of funding options in Northern Europe
- Overview of Circular hubs in Northern Europe
- Network of companies in Northern Europe

The program is designed with the purpose of giving participants the opportunity to create



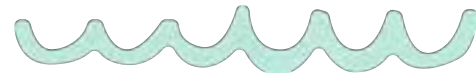
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Coaching sessions

- Book individual sessions with coaches during the 2 week breaks
- 30 minute sessions
- Come prepared with questions
- Make sure your participant folder is updated - the coaches look at this and feedback on it



CONFIDENTIALITY




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MENTIMETER



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Join at menti.com use code 19 40 38 3

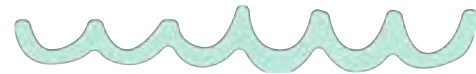
 Mentimeter

What does circularity mean to you?

Waiting for responses ...



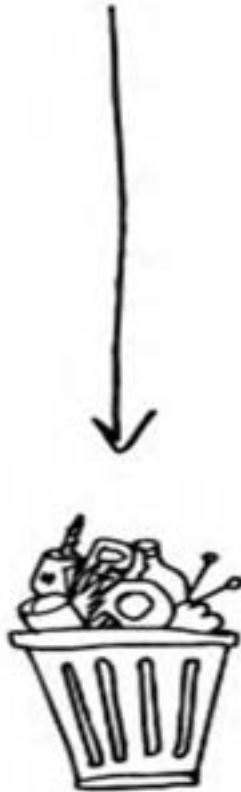
CIRCULAR ECONOMY



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Circular Economy?

LINEAR ECONOMY



RECYCLING ECONOMY



CIRCULAR ECONOMY



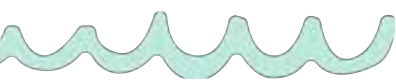
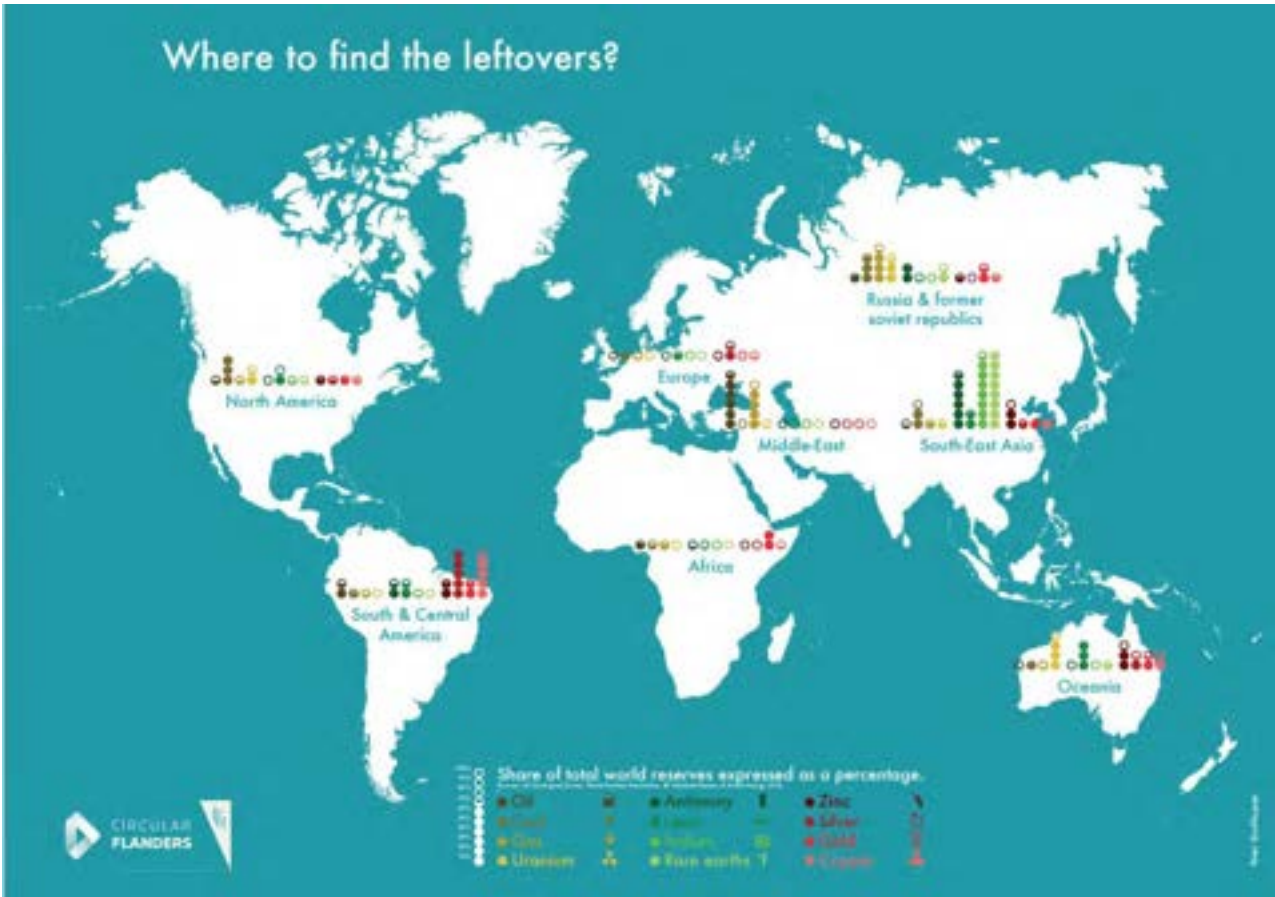
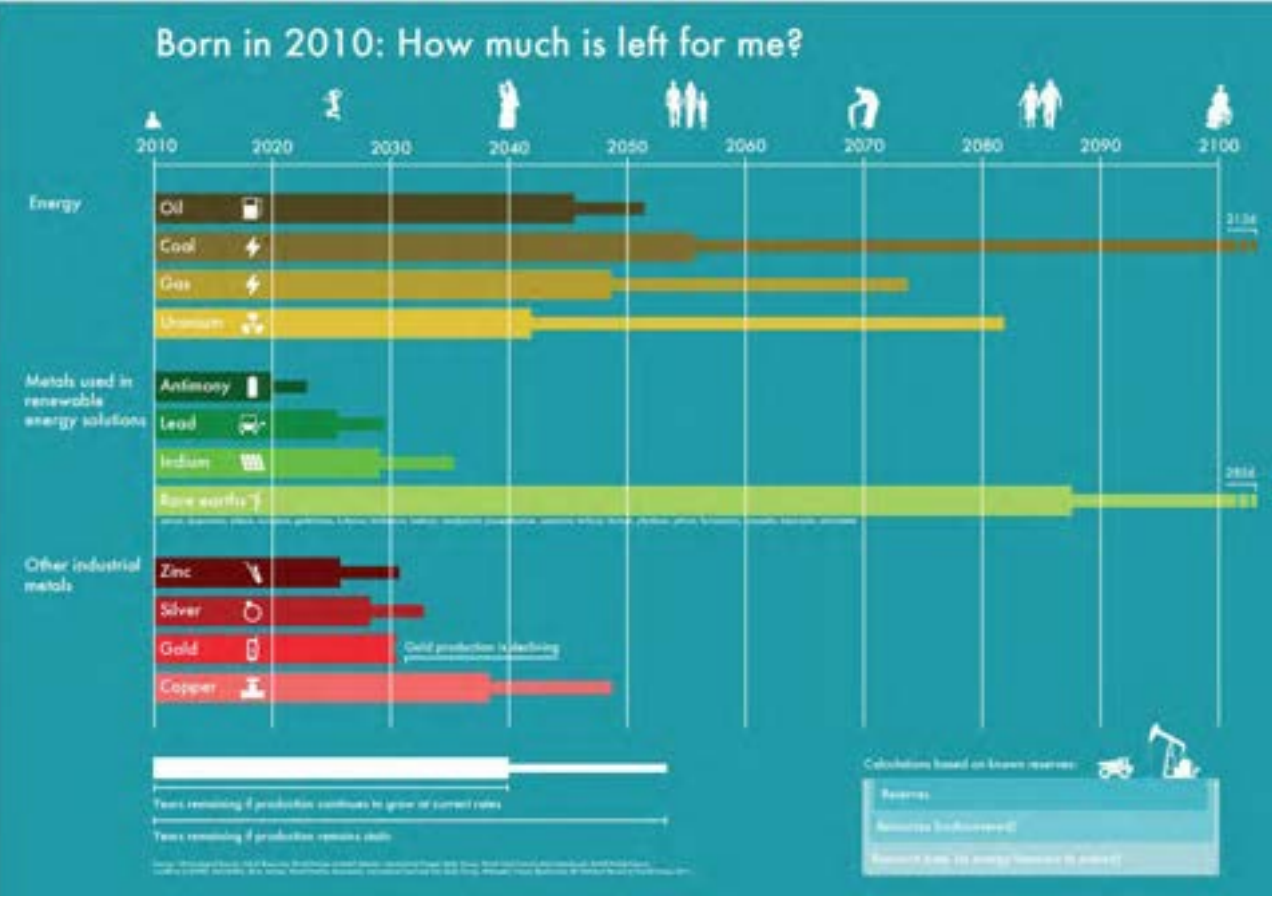
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Why circular?

1. Less dependent on raw materials
2. Regulatory change
3. Consumer expectations
4. Competitive advantage
5. Attracting talent and employee engagement



Raw materials are not infinite



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Circular Strategies & Business Models

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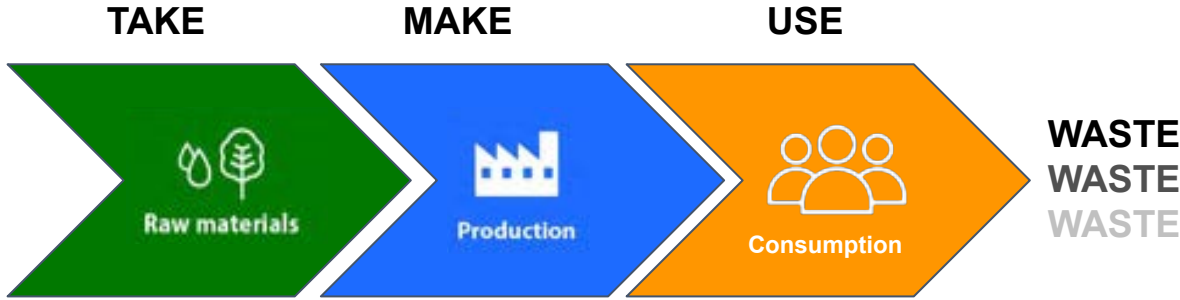
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Need for a new business model

Materials in a **linear economy** create waste after use

Materials in a **circular economy** are collected and reused after each use



European Parliament, Circular economy: definition, importance and benefits

R-Strategies

Circular economy



Increasing circularity

Linear economy

Smarter product use and manufacture	R0	Refuse	Make product redundant by abandoning its function or by offering the same function with a radically different product
	R1	Rethink	Make product use more intensive (e.g. through sharing products or by putting multi-functional products on market).
	R2	Reduce	Increase efficiency in product manufacture or use by consuming fewer natural resources
Extend lifespan of product and its parts	R3	Reuse	Re-use by another consumer of discarded product which is still in good condition and fulfils its original function
	R4	Repair	Repair and maintenance of defective product so it can be used with its original function
	R5	Refurbish	Restore an old product and bring it up to date
	R6	Remanufacture	Use parts of discarded product in a new product with the same function
	R7	Repurpose	Use discarded products or its part in a new product with a different function
Useful application of materials	R8	Recycle	Process materials to obtain the same (high grade) or lower (low grade) quality
	R9	Recovery	Incineration of material with energy recovery



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Source: Adapted from CE strategies, from Potting et al. (2017)

5 Business models

1 Circular input:

Renewable energy, bio-based or fully recyclable materials to replace resources with only one life cycle

2 Resource recovery:

Recover usable raw materials/energy from discarded or by-products

3 Prolong lifespan:

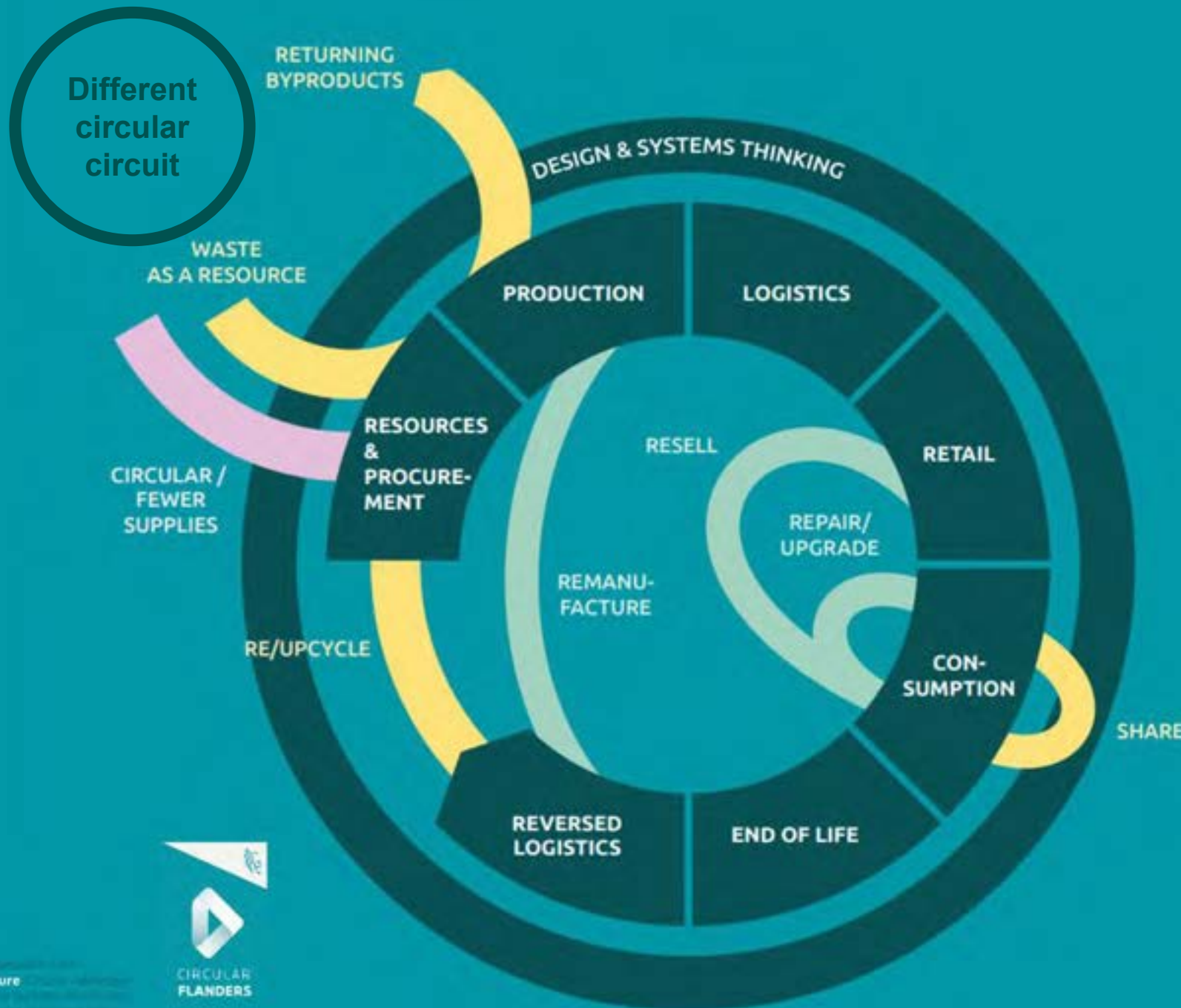
Extend the functional life cycle of a product through repair, upgrading and resale

4 Sharing platforms:

Enable more intensive use of products through shared use/access or ownership

5 Product as a Service (Paas):

Offer access to a product and retain ownership in order to enjoy the full benefits of a closed cycle



3) Prolong lifespan

DECATHLON

International sports retailer experiments with “Reverse Shopping”

Repair:

- Repairing material & products in stores
- Selling repair kits and spare parts

Re-use:

- Selling second hand bicycles with warranty

Re-think:

- Leasing subscriptions - Monthly fee for use of various sports equipment. Benefit: easy change sport equipments when kids grow/change sports



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Say hi to your new brainy cafe assistant

We optimise your shop directly from
your pocket

Get Savvie free

Explore our plans



We do the boring stuff, so you don't have to



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BERLINREPAIR

netzwerk für urbane reparaturkultur

Reparatur in der Nachbarschaft

Entdecken Sie die Reparaturkultur in Ihrer Nachbarschaft. Filtern Sie mit Suchbegriffen, nach Kategorie und/oder Bezirk.

Wonach suchen Sie bitte?

Kategorie wählen ▾

Bezirke wählen

▾ Mehr Filter

🔍 Eintrag Suchen



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Social sustainability

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CIRCULAR ECONOMY AND SUSTAINABILITY



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United Nations
Global Compact

**Do business in ways that
benefit society and protect people**

[Social sustainability](#) is one of the [3 pillars of sustainability](#) and it describes actions that we can take to improve society.

Social sustainability issues examples include improving :

the quality of our lives,

reducing inequality,

[cultural sustainability](#),

and helping people make better choices about their health, education, and work.

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Social Sustainability

Social sustainability is about identifying and managing business impacts, both positive and negative, on people.

The quality of a company's relationships and engagement with its stakeholders is critical.

Directly or indirectly, companies affect what happens to **employees, workers** in the **value chain, customers** and local communities, and it is important to manage impacts proactively.

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Life Is On

Schneider
Electric



Social sustainability issues: a comprehensive insight

Social sustainability with Schneider Electric

Sustainability has been at the core of everything we do at Schneider Electric. Our ambitious and concrete targets are aligned to create a sustainable impact in support of the United Nations Sustainable Development Goals.

Schneider Electric was one of the first names back in 2005 to monitor the impact of our business operations on the planet, people, and profit with our one-of-a-kind industrial barometer.

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The solutions have helped the clients save 120 million tons in CO2 and provided over 30 million people with access to energy over the course of 15 years.

In 2021, Schneider Electric were recognized by Corporate Knights as the world's most sustainable company in the global top 100 rankings.

With only 8 years left to limit the global temperature rise to 1.5 degrees Celsius, it is exceptionally important to increase sustainability efforts and provide more people with access to energy and equal opportunities.

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The Schneider Sustainability Impact (SSI) 2021-2025 is dedicated to a better future.

With sustainability at the top of the priority list Schneider Electric it seeks to empower everyone to make the most of energy and resources and bridge the gap between progress and sustainability.

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Économie circulaire, sociale et solidaire en Bretagne

deux nouveaux rendez-vous :

Circul'heure
un webinaire
dédié aux collectivités

Circul'lettre
une newsletter
pour tout savoir sur l'ESS
et l'éco-circulaire



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Sustainable Development Goals

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SUSTAINABLE DEVELOPMENT GOALS

1 NO POVERTY

2 ZERO HUNGER

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

5 GENDER EQUALITY

6 CLEAN WATER AND SANITATION

7 AFFORDABLE AND CLEAN ENERGY

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

10 REDUCED INEQUALITIES

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

14 LIFE BELOW WATER

15 LIFE ON LAND

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

17 PARTNERSHIPS FOR THE GOALS

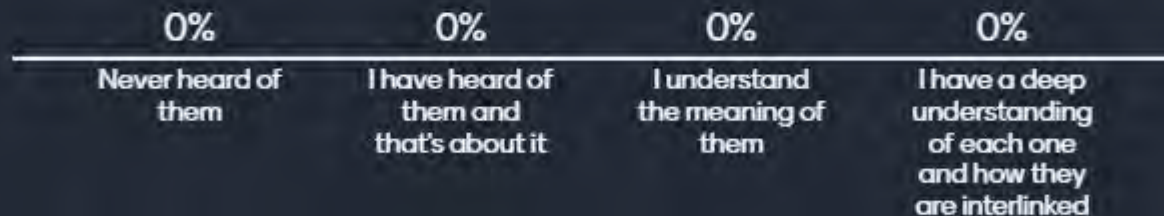




Go to www.menti.com and use the code 3951 5677

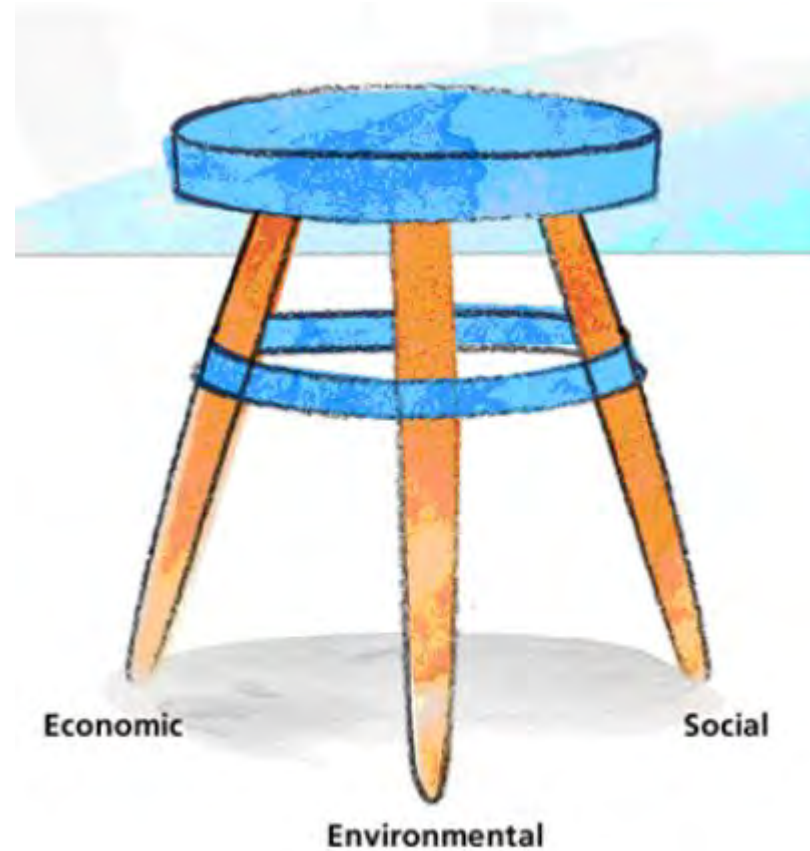
How familiar are you to the SDGs?

Mentimeter





New model must be sustainable!



Source: www.scienceinthebox.com

Each of the pillars must have the same importance because if one is longer than the other the stool collapses.



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ENSURE SUSTAINABLE CONSUMPTION AND PRODUCTION PATTERNS

UNSUSTAINABLE PATTERNS

CONSUMPTION AND PRODUCTION ARE ROOT CAUSE

TRIPLE PLANETARY CRISES



CLIMATE CHANGE



BIODIVERSITY LOSS



POLLUTION

TOO MUCH FOOD IS BEING LOST OR WASTED IN EVERY COUNTRY EVERY DAY



13.3% OF THE WORLD'S FOOD IS LOST AFTER HARVESTING AND BEFORE REACHING RETAIL MARKETS



17% OF TOTAL FOOD IS WASTED AT THE CONSUMER LEVEL

OUR RELIANCE ON NATURAL RESOURCES

IS INCREASING

RISING OVER 65% GLOBALLY FROM 2000 TO 2019



VAST MAJORITY OF THE WORLD'S ELECTRONIC WASTE IS NOT BEING SAFELY MANAGED

WASTE COLLECTION RATES (2019)



TARGETS AND INDICATORS



Target 12.1

Implement the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries



Target 12.2

By 2030, achieve the sustainable management and efficient use of natural resources

Indicators -

12.2.1

Material footprint, material footprint per capita, and material footprint per GDP

12.2.2

Domestic material consumption, domestic material consumption per capita, and domestic material consumption per GDP



Target 12.3

By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses



Target 12.4

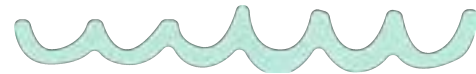
By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment



Target 12.5

By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse

WHO ARE YOU?



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INTERVIEW EACH OTHER

- 10 minutes in total / 5 minutes each
- Introduce your buddy to the group after lunch

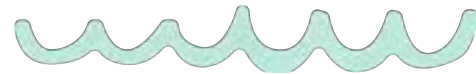
Questions to ask:

1. Where are you from?
2. Describe your company (what industry etc.)
3. Why did you join the program?
4. Fun fact about yourself



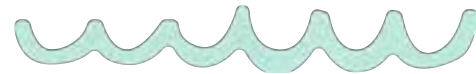
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LUNCH BREAK



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WHO ARE YOU?



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INTRODUCTION TO THE PLATFORM



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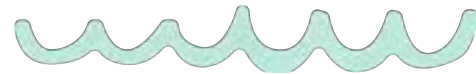


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**All successful business
leads to unintended results**



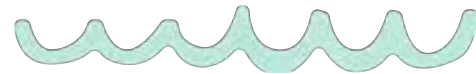
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50 % returns



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But you still must find your shoe



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Simon Sinek

**Start with
why.**

Caught speeding

WHY?



Late for work

WHY?



Got up late

WHY?



Alarm clock didn't work

WHY?



Dead batteries

WHY?



Forgot to replace them

COUNTERMEASURE

Get a plug-in alarm clock or replace the clock's batteries at set times before they run out.



Solution

Goal: I want to own my own business

Why Do I
Want to Do
This?

It will allow me to have
greater control over
how I spend my time.

Why Do I
Want to Do
This?

I can have more
flexibility in my life.

Why Do I
Want to Do
This?

I will be able to work
from home.

Why Do I
Want to Do
This?

I will be able to spend
more time with my son
or daughter.

Why Do I
Want to Do
This?

**Supporting my family
is the most important
thing to me.**



Root Cause of Motivation

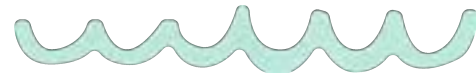
WHAT IS YOUR WHY?



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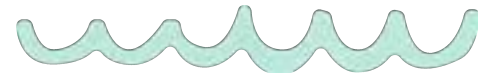
**10 MINUTES THINKING
YOURSELF**

**20 MINUTES GROUP
DISCUSSION**



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BREAK 10 mins



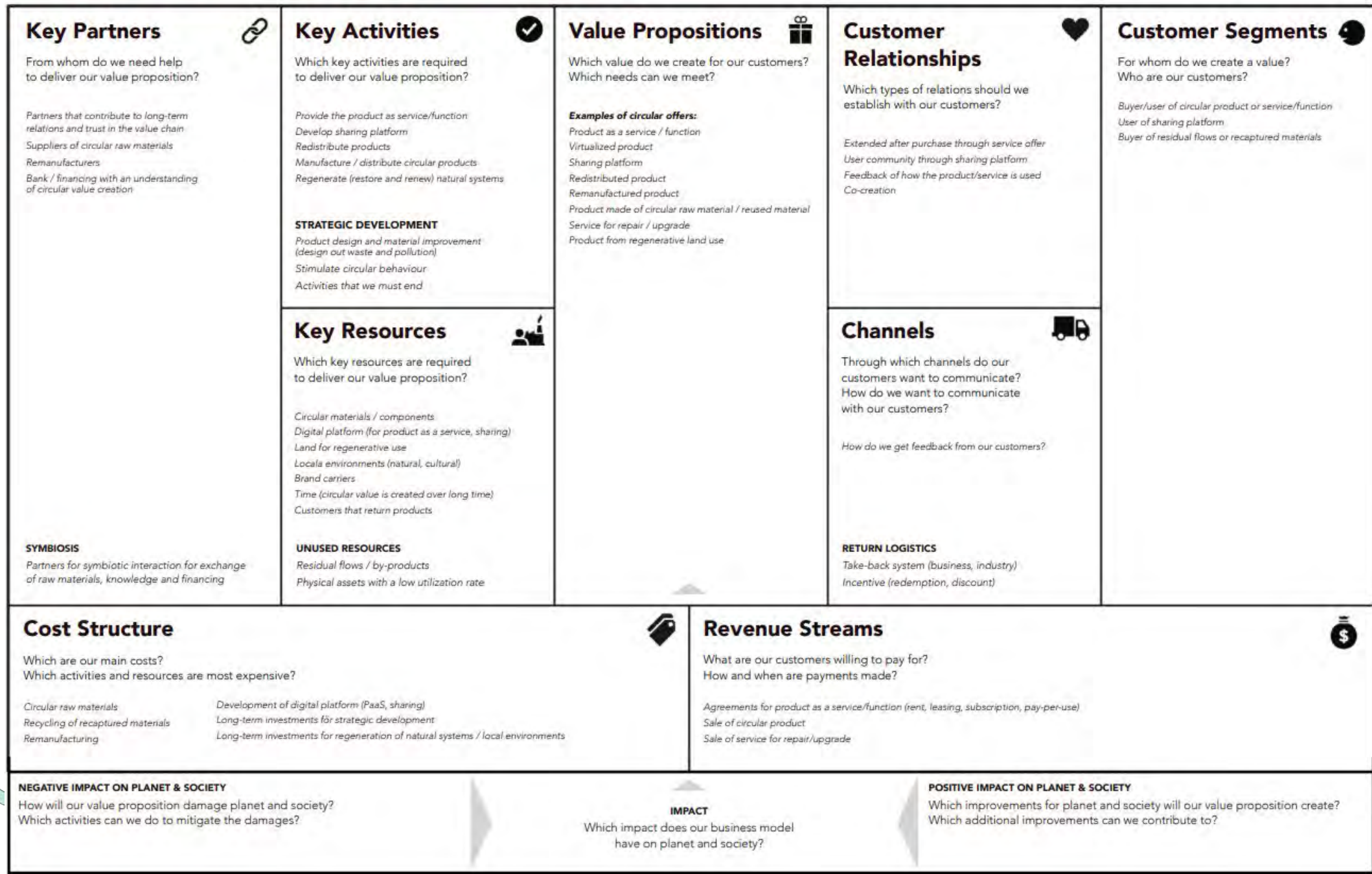
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WHAT IS THE END GOAL?



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Circular Business Model Canvas



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PITCH STRUCTURE

OPENING

PROBLEM/NEED

SOLUTION !!!

BENEFIT

IN RELATION TO
OTHER ALTERNATIVES

CLOSE

- Capture the interest!
 - Rhetorical questions, metaphors, examples, humor.
- Needs/problems.
 - Consequence of needs/problems.
 - Consequence of current solution.
- How you solve the problem/meet the need (your offer).
- The benefit of your offer.
- The value of your offer.
- In relation to other alternatives to solve the problem/meet the need.
- A clear conclusion.
- What do you want to happen after the pitch?



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Until tomorrow

- What circular strategies can you implement? Focus on the most circular ones
- In case of products: What would you do differently if you were responsible to take the product back at the end of life?
- How can you add social & environmental value with your business? How can you contribute to the SDG's?



WHAT WILL YOU TAKE WITH YOU FROM THIS DAY?

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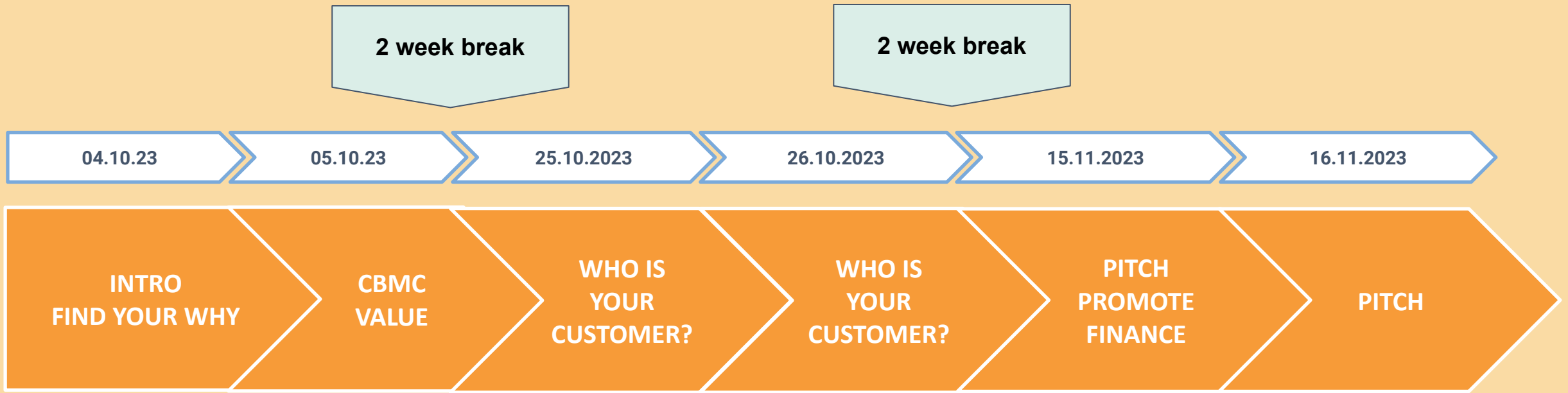
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DAY 2

- Intro to agile
- Map and Merge your assets: opportunity map
- Value proposition designer
- Circular business model canvas
- Tasks and Homework





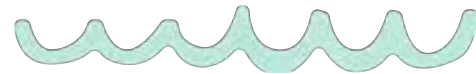
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Schedule

- 09.00 - 12.00 Morning session
 - **09.00 - 09.50** What is your passion?
 - **10.00 - 10.45** Intro to agile & mapping your assets
 - **11.00 - 12.00** Value Creator
- 13.00 - 16.00 Afternoon session
 - **13.00 - 13.50** Circular Business Model Canvas
 - **14.00 - 16.00** Tasks and Homework

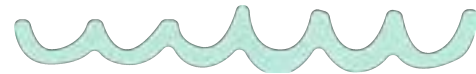


WHAT IS YOUR PASSION?



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**WHAT DO YOU BELIEVE YOUR
SOLUTION IS NOW?**



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Cutters.

VI ANSETTER

WE'RE HIRING

Hjem

Salonger

Produkter

Om oss

Ventetid

Karriere

Kontakt oss

Tipsbonus



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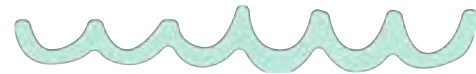


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**What is your solution? Is it a
product or service?**



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INTRO TO AGILE

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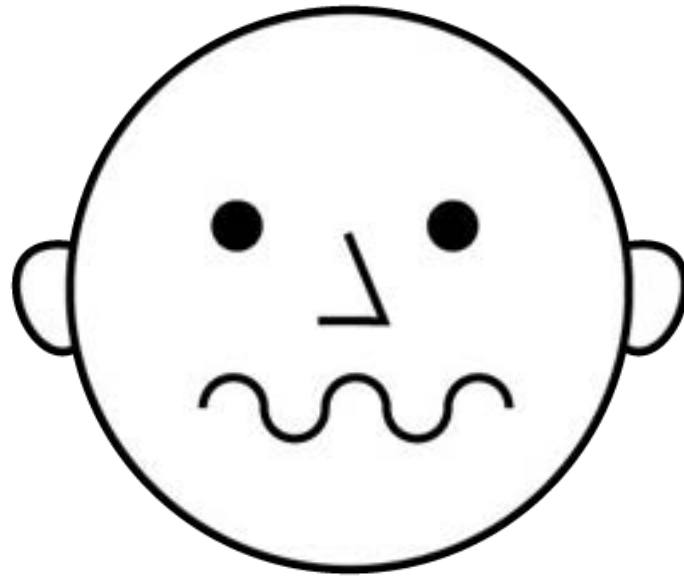


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What characterizes an agile way of working?



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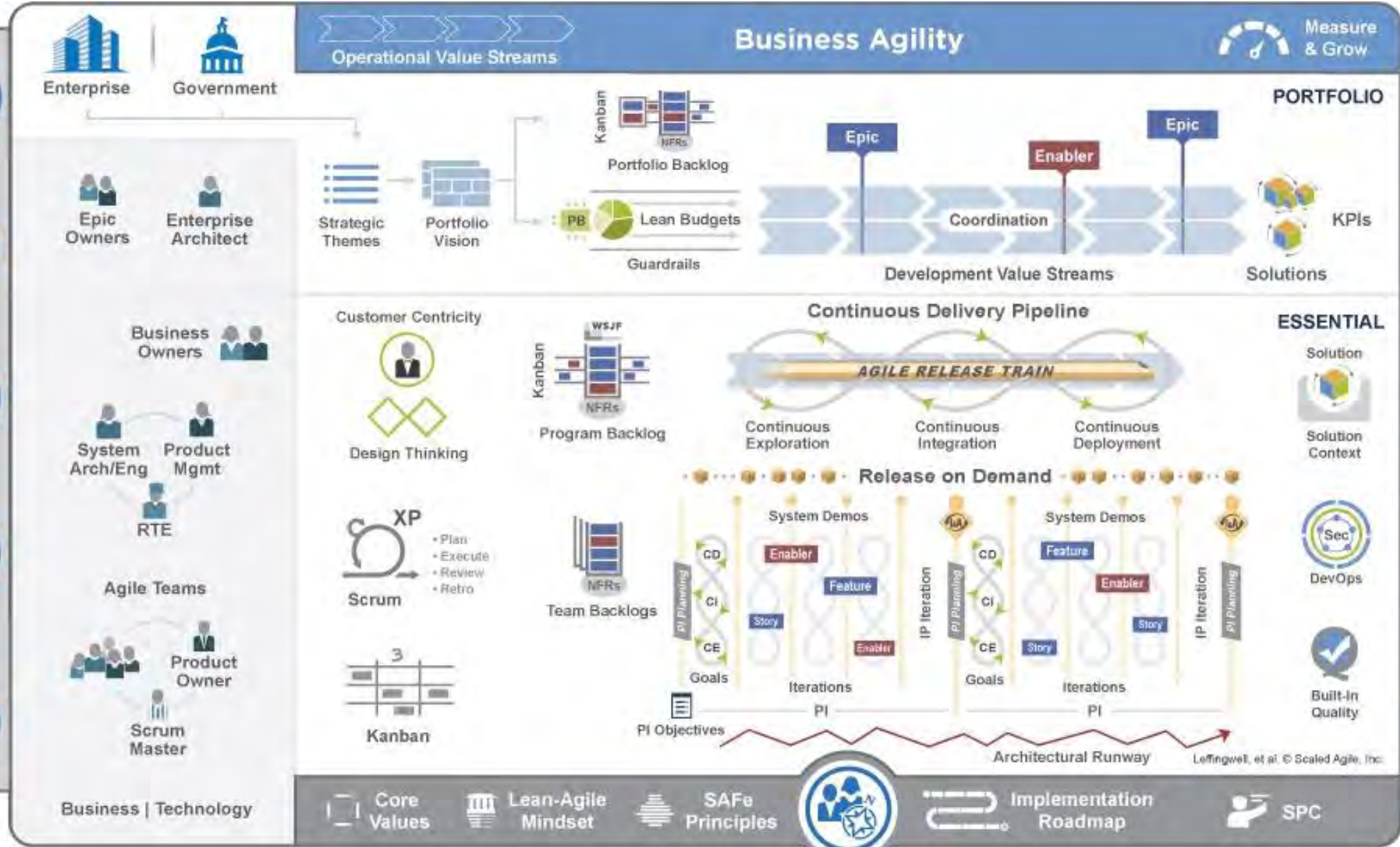
Organizational Agility

Lean Portfolio Management

Agile Product Delivery

Team and Technical Agility

Continuous Learning Culture



Business Agility

Measure & Grow

PORTFOLIO

ESSENTIAL

Continuous Delivery Pipeline

AGILE RELEASE TRAIN

Release on Demand

Leffingwell, et al. © Scaled Agile, Inc.

Lean-Agile Leadership



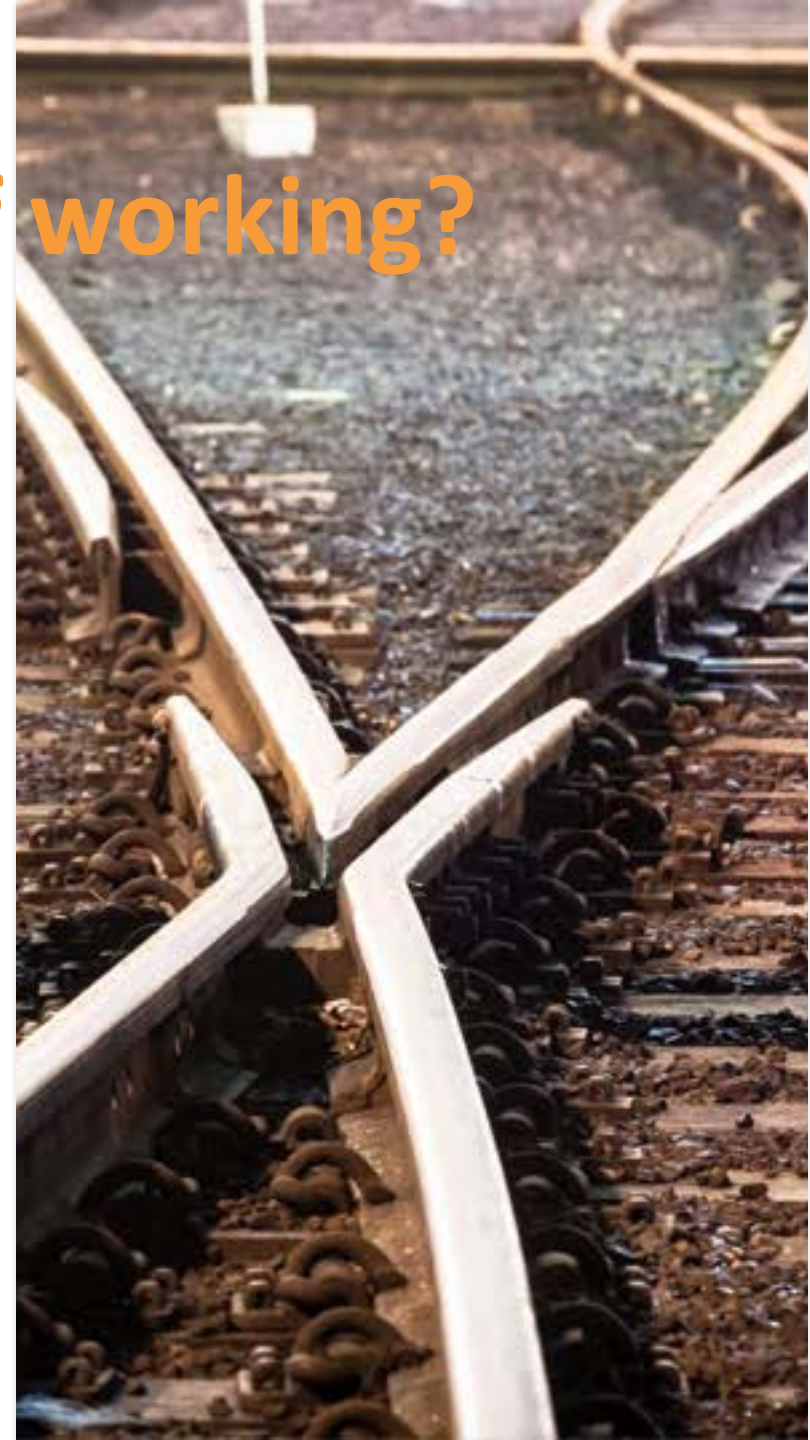
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5.1

What characterizes an agile way of working?

There are four principles that underlie an agile way of working:

1. Starting from existing resources (Effectuation)
2. To interact with target groups/environment (Loop)
3. To change direction based on new knowledge/feedback from target groups (Pivot)
4. Testing on a small scale continuously (MVC & pitch)



Goal-oriented OR...

Targeted

- The end-goal and what is to be achieved is clear and defined
- There is a clear action plan for achieving the objective
- Does not interact much with the outside world
- Does not react to change

...Goal-seeking?

Target seeking

- There is a vision or purpose for the process
- What will happen in the process is determined on an ongoing basis through interaction with the outside world
- Individuals and interaction are prioritised over the process
- Acting on changes



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DISCUSS!

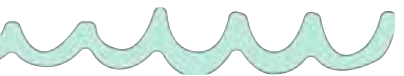
Have you been through any **goal-oriented** and **goal-seeking** processes before? Can you give some examples?

by
ean Union



Either or both and....?

Why do so many use goal-oriented working methods in goal-seeking processes?



There are two main reasons...

- To create a feeling of security and control.
- You don't know how you're supposed to work goal-seeking in practice (one plays innovation theater)



GOAL-ORIENTED PROCESSES REQUIRE AGILE WAYS OF WORKING!

- LOOP METHOD
- SCRUM
- SERVICE DESIGN
- SAFe

- etc.

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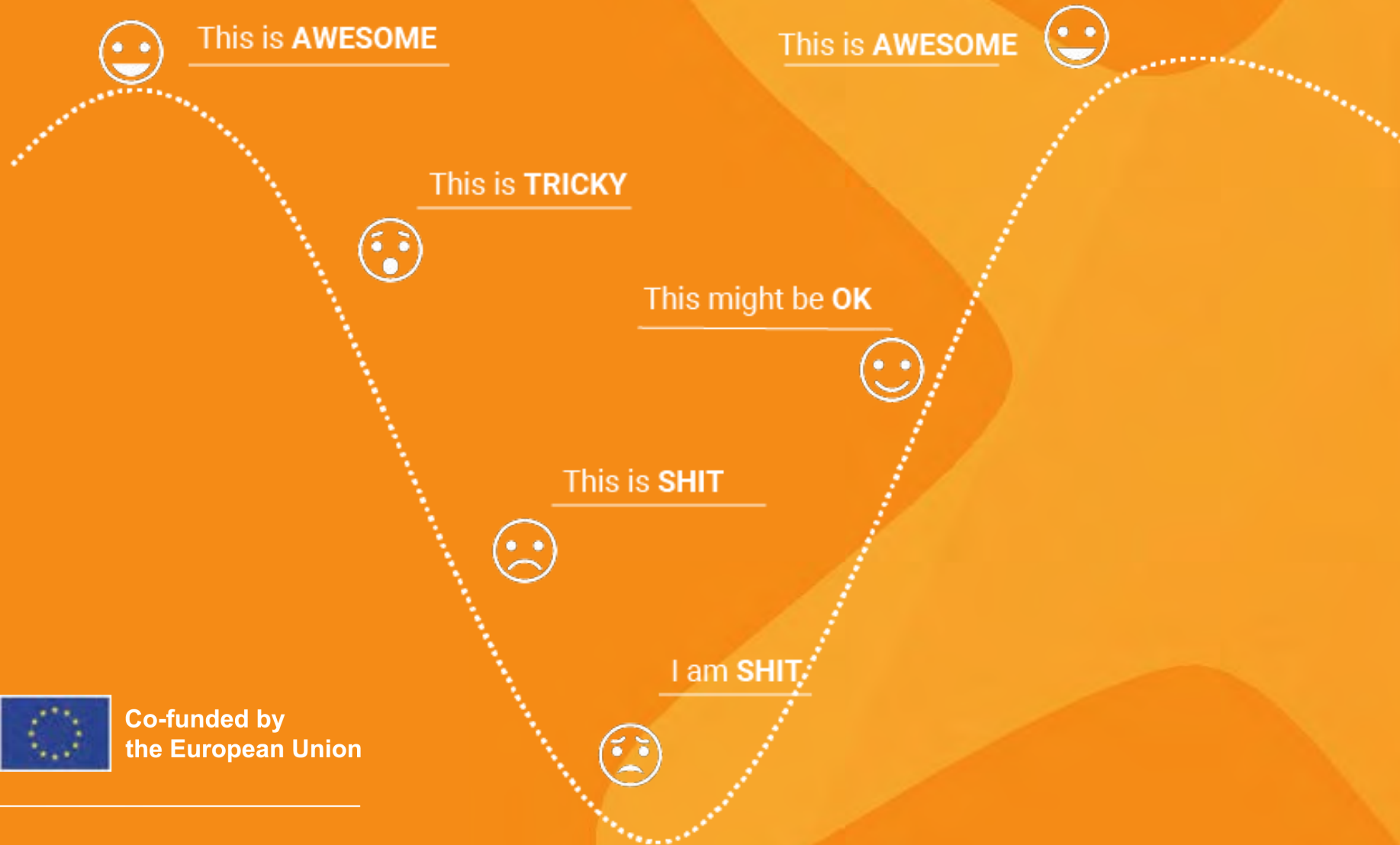


”More innovation projects fail from a lack of customers than from a failure of product development.”



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Uncertainty will arise...



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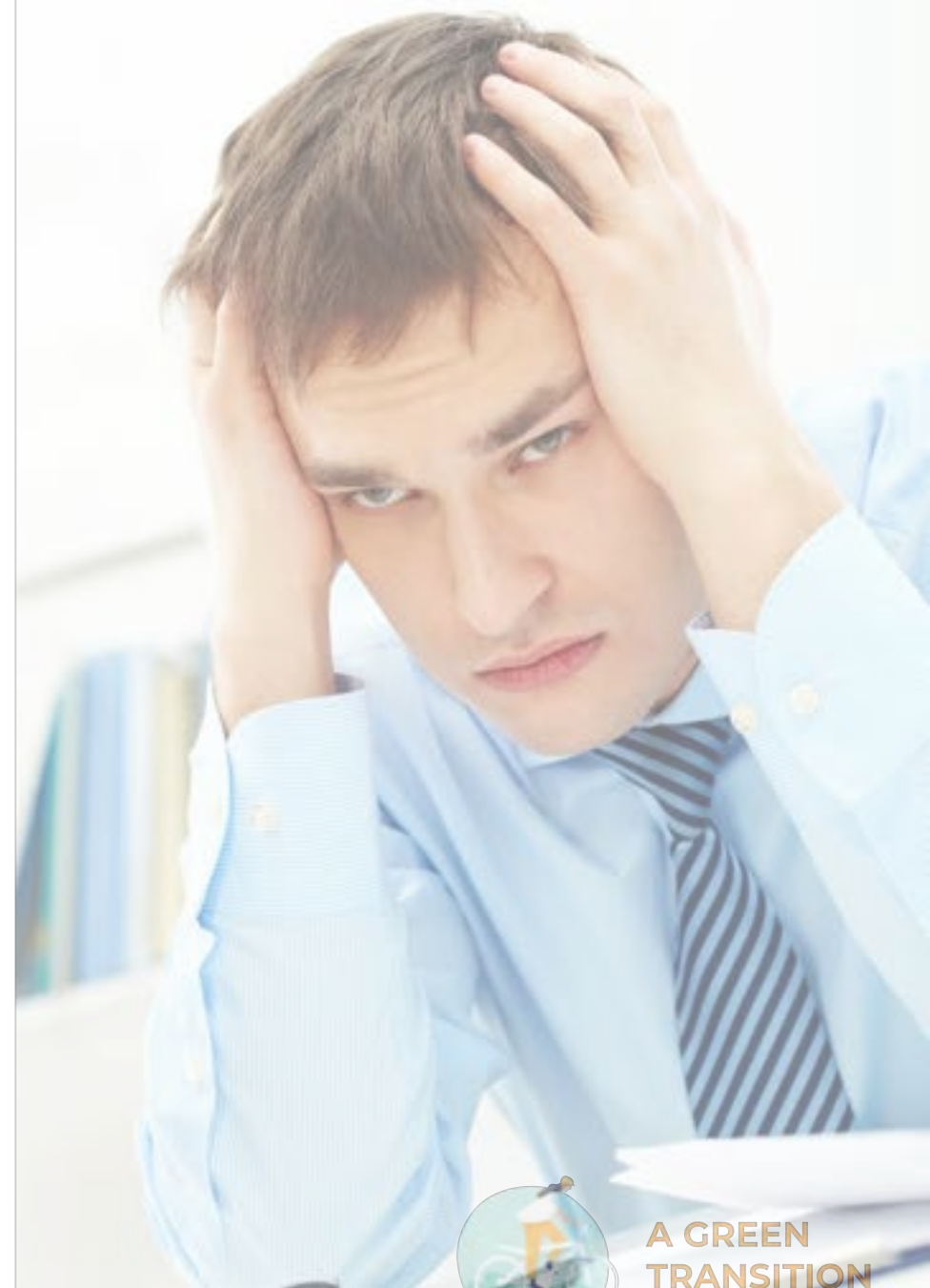
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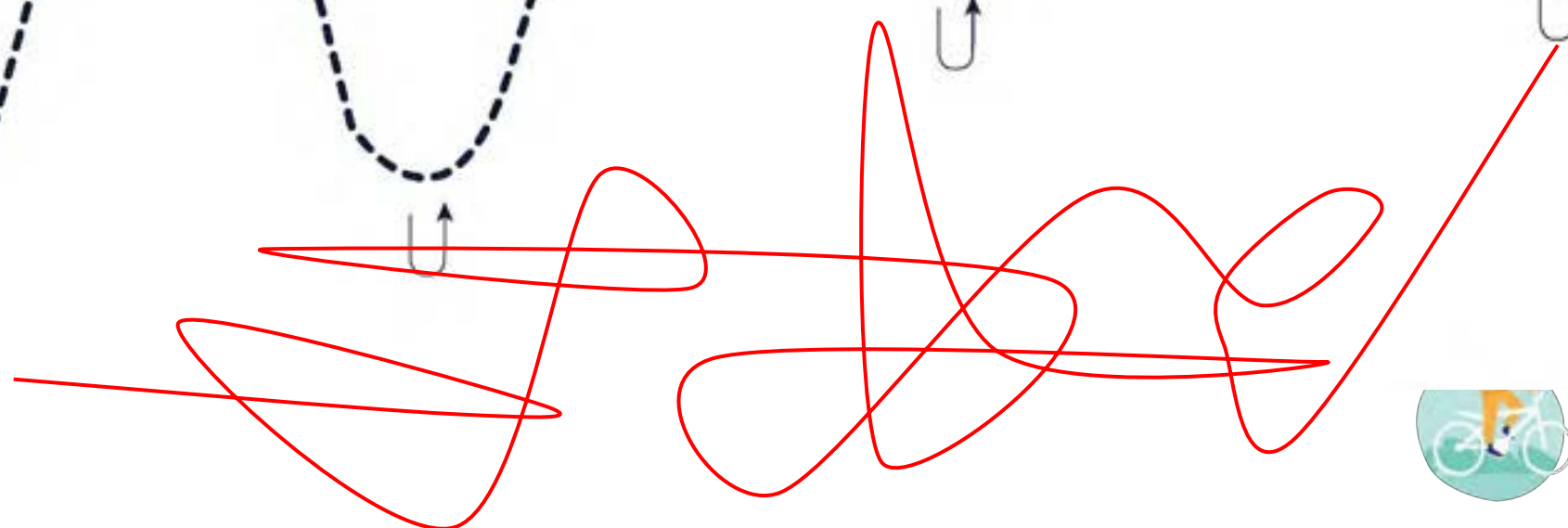
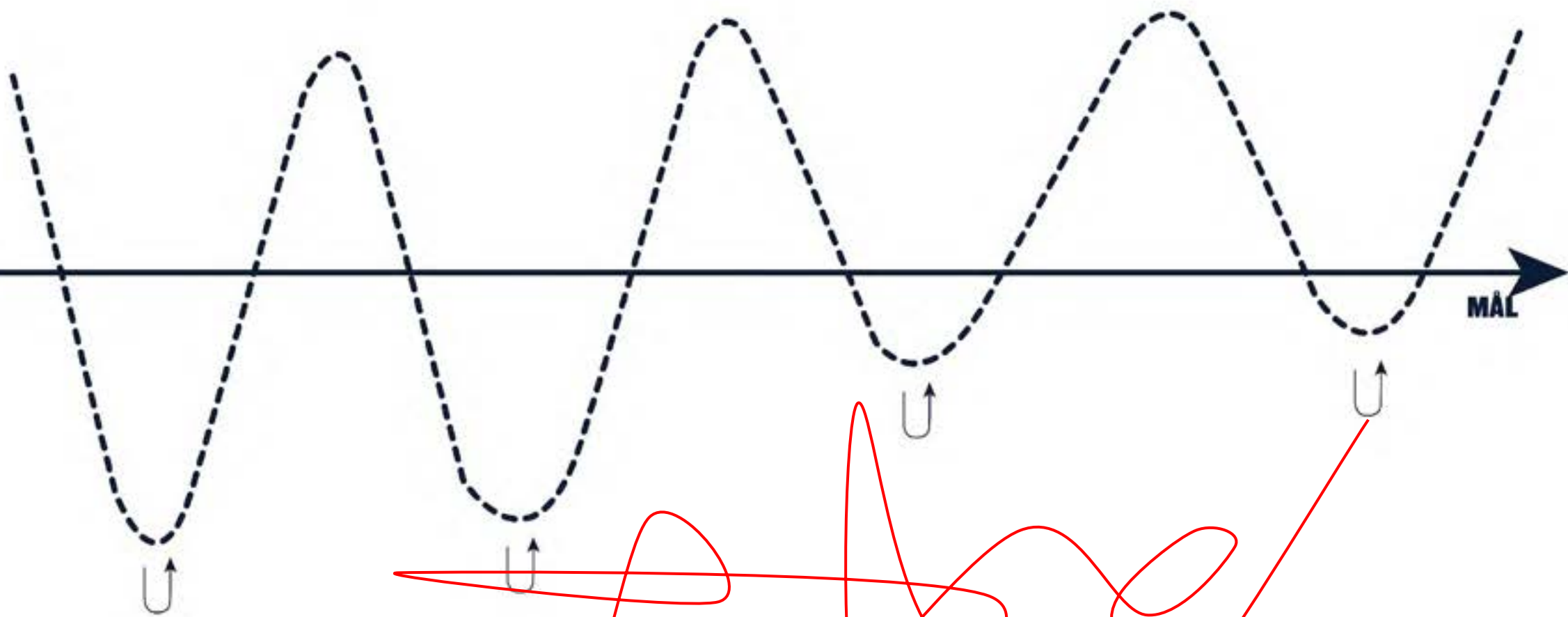
When the going get tough?

- When we're stuck - don't know how to move forward.
- When we have to do something we feel uncomfortable with, such as contacting and interviewing people we don't know. Talking in front of people.
- When we realise we've been wrong and need to change something radically - you're facing a pivot (sunk costs)





START



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MAPPING YOUR ASSETS

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What's significant for an agile way of working?

4 principles form the basis of an agile way of working:

1. **Start with & use what you already have available.**
(effectuation)
2. *Continuous* interaction with & learning from your customers and stakeholders. **(Loopa)**
3. Change directions, way forward , based on new information from your customers/target groups. **(pivot)**
4. Continuous small scale testing, learning and developing
(MVP & pitch)





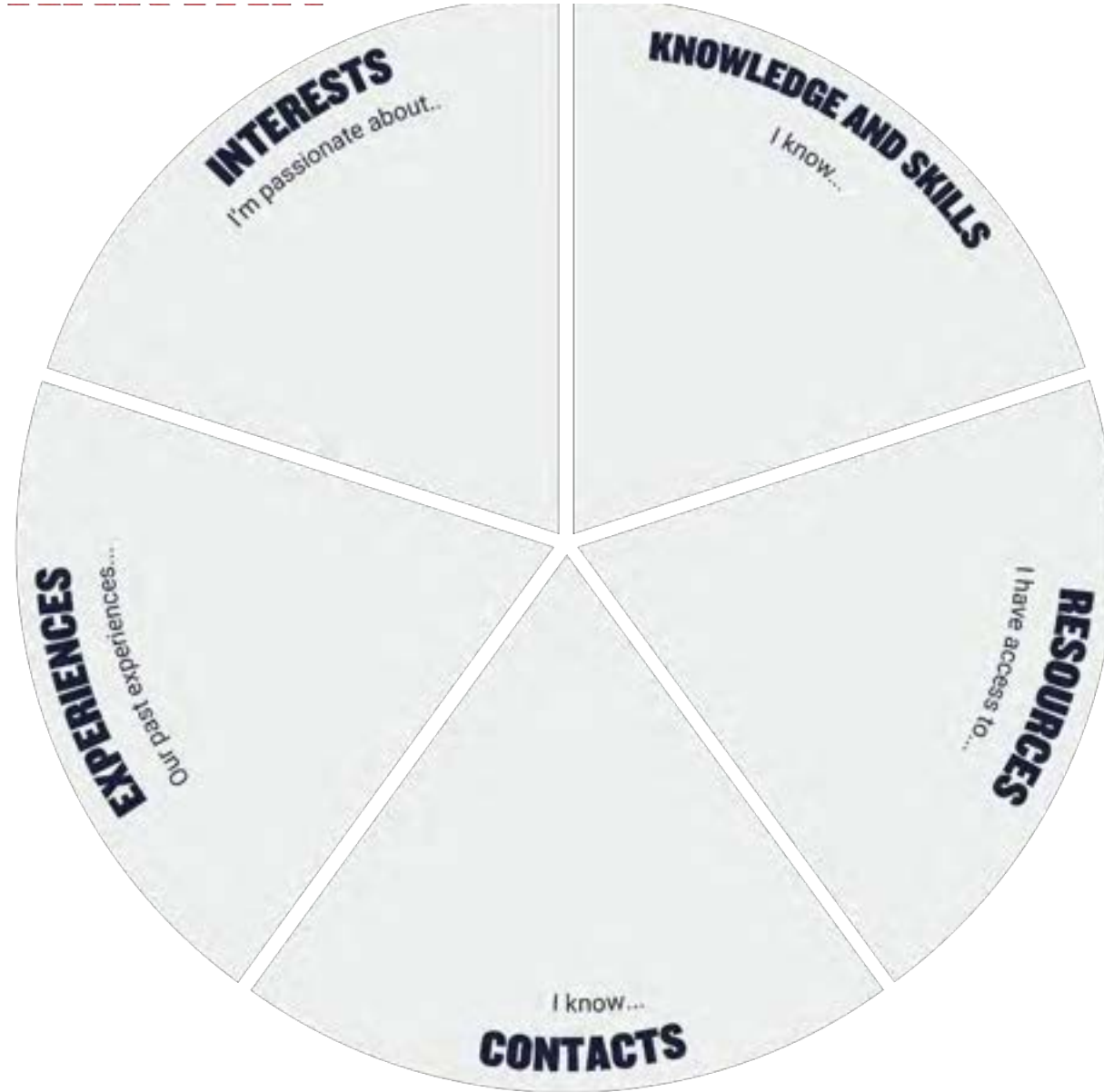
WORKSHOP - MAP & MERGE YOUR ASSETS

1. What assets do you want to add to your opportunity map? (individually)
20 minutes



A GREEN
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OPPORTUNITY MAP



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TRANSITION

VALUE PROPOSITION DESIGNER

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WHO do we wish to connect to?
*The customer segment, target group,
segment group, customers..*

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OK, THE CUSTOMER IS IMPORTANT

BUT **WHO** IS IT?

“Everybody who's interested in the offer is my customer!”

“My customers are small, medium sized and large companies, organisations and private people”



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Different customers-
Same, same but VERY different



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TRANSITION

DISCUSSION

What are H&Ms customer segment?
How does H&Ms segment differ from Hermés?



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WE DON'T PAY FOR **FEATURES**.
WE PAY FOR THE **BENEFITS**
THEY GENERATE.

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CONCRETIZE THE VALUE IN YOUR SOLUTION!

Quantitative values must be quantified:

That is to say that you concretize the value in *numbers*. Compare "through our service your profitability increases" with "through our service your revenue increases by 20 percent" to make the profit target 'value for money' concrete. Generous warranty periods are another example of how companies quantitatively signal the product's quality, as well as the security of the purchase itself, to potential customers.

Qualitative values: Enhance the experience of the target group's prioritized value. You make qualitative values concrete by *enhancing the experience* of the particular value that the target group prioritises. If the target group, for example, prioritizes convenience the most, you need to convey and maximize that *feeling* of convenience through your solution, in the packaging of it and in the communication around it so that the value of convenience is clear even before someone actually uses your solution.



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(Customer) VALUE PROPOSITION

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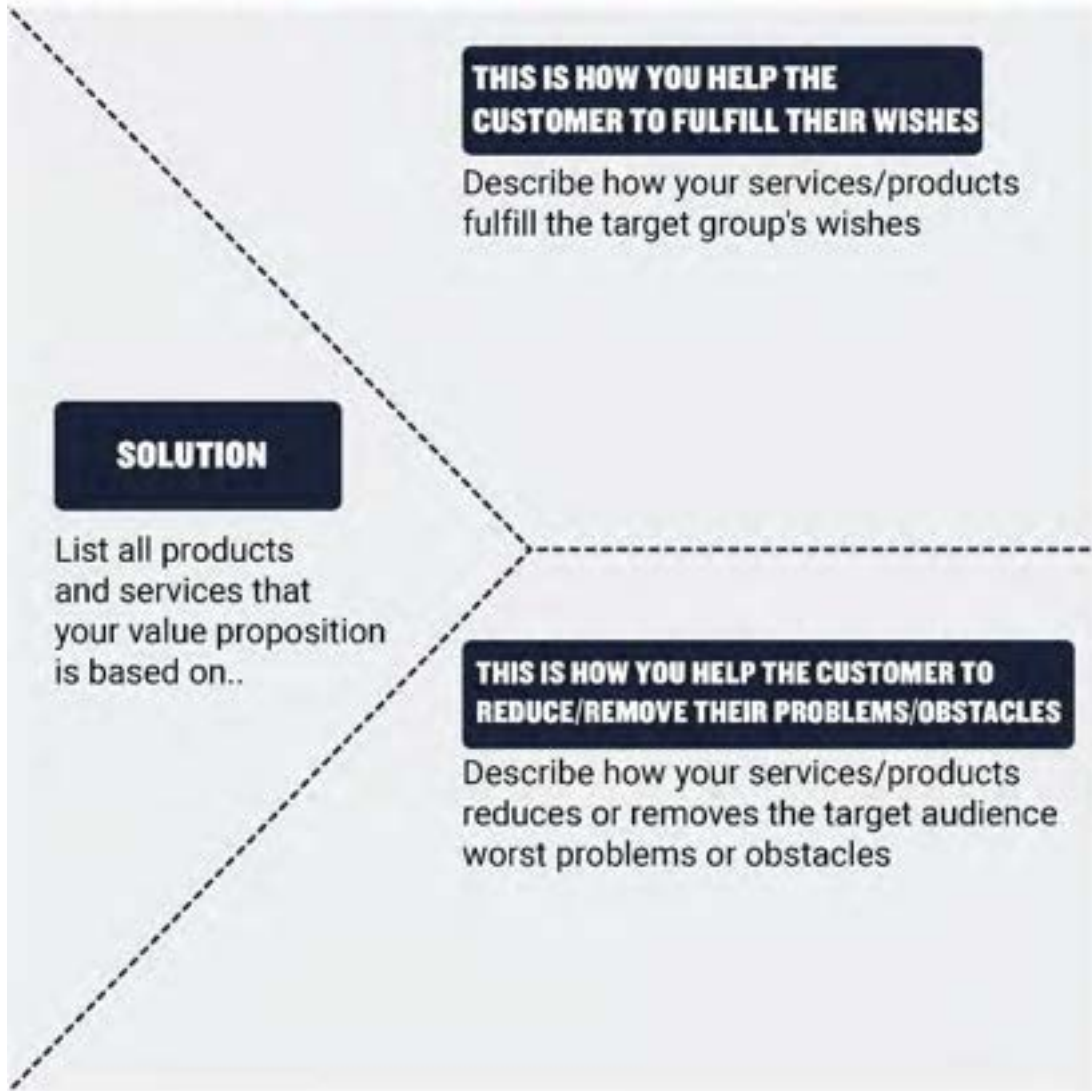


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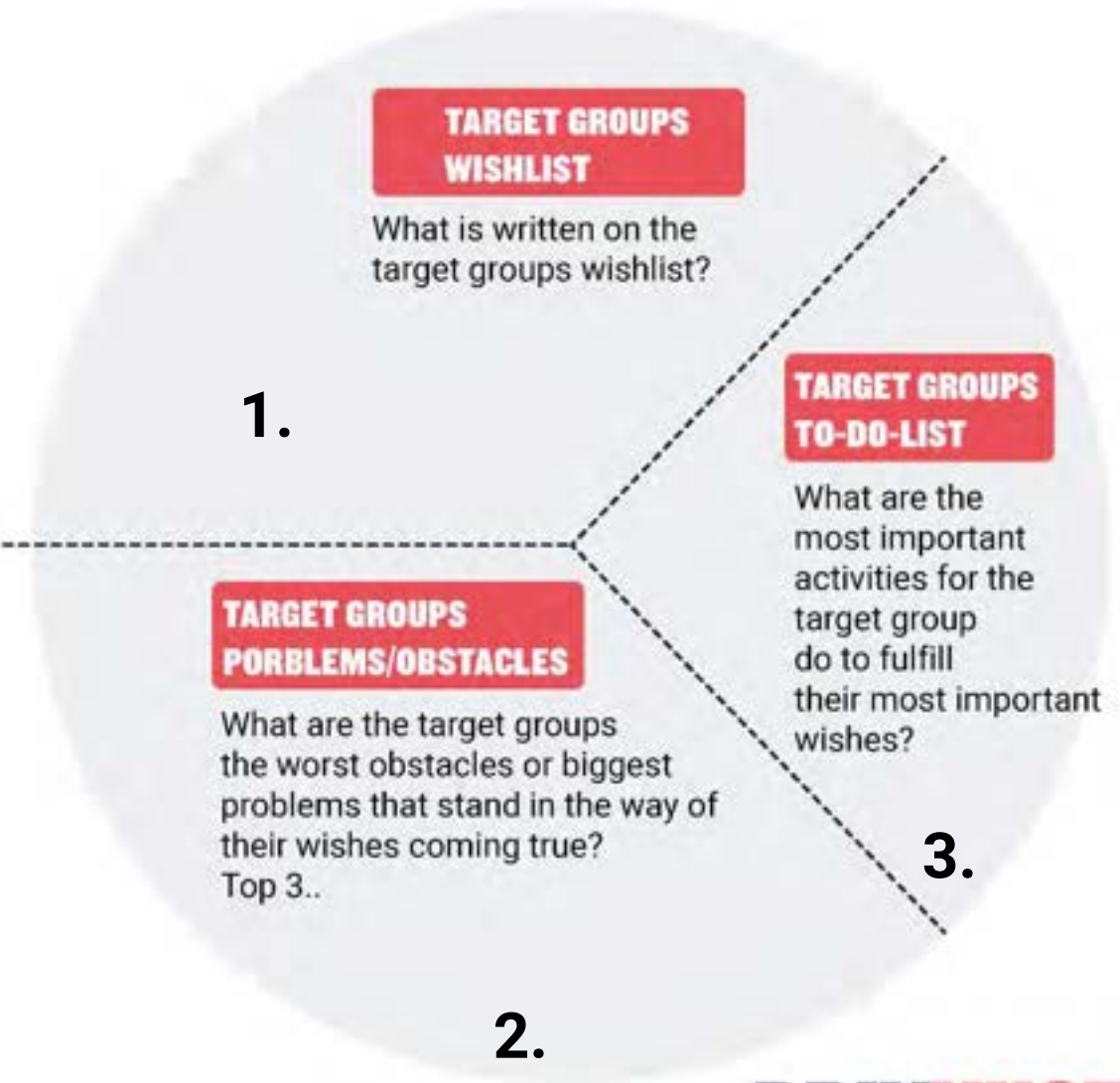
CIBIP



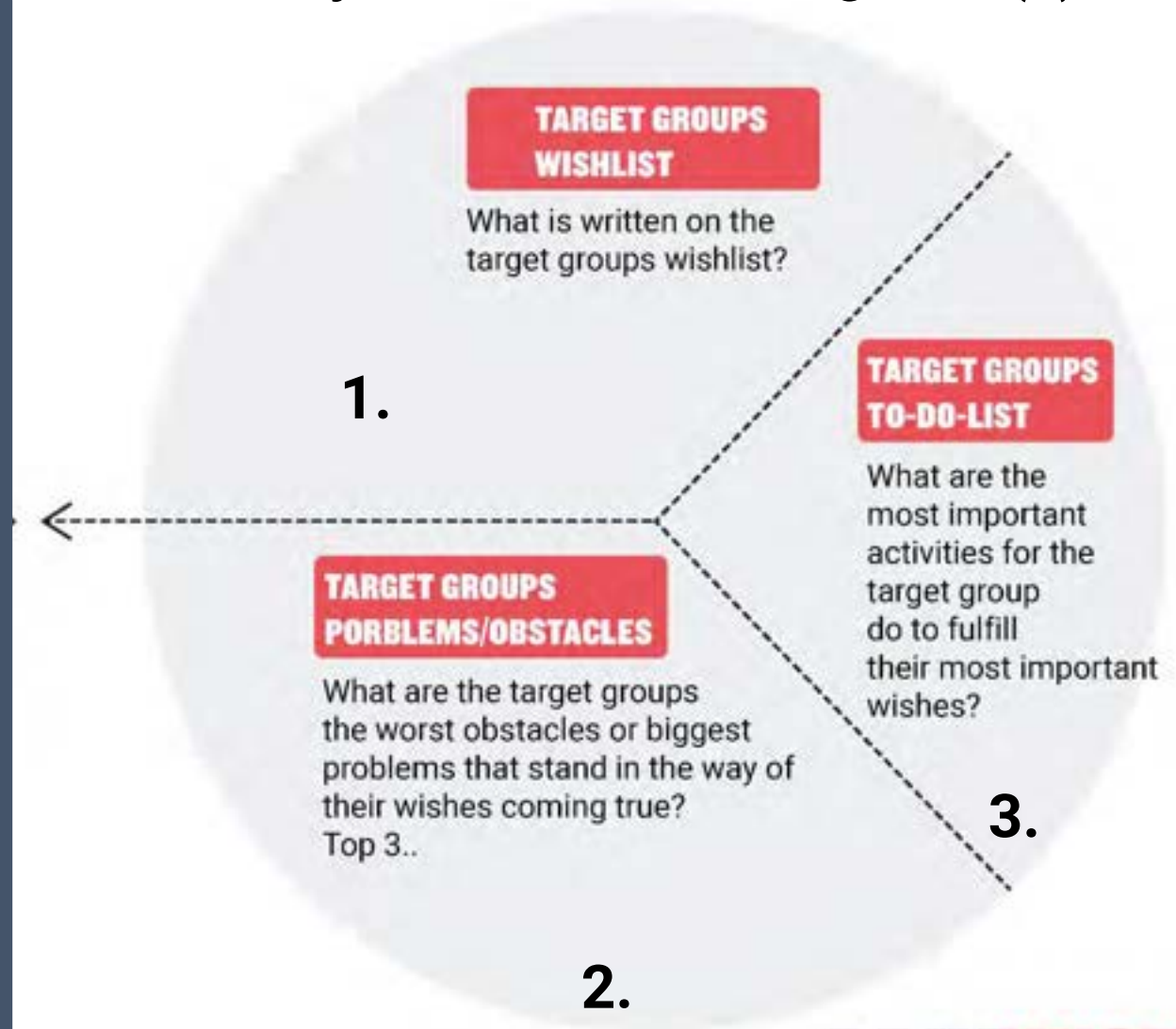
VALUECREATOR



Need analysis - Customer segment(s)



Need analysis - Customer segment(s)

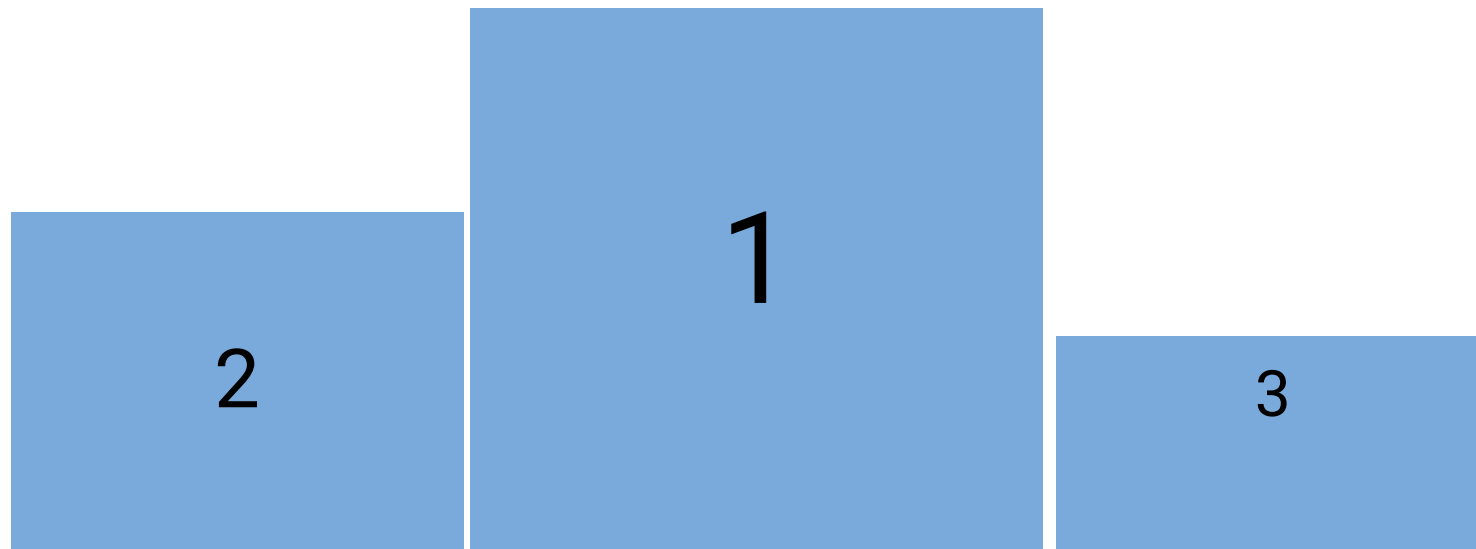


IDENTIFY TOP THREE!

TARGET GROUP WISH LIST

TARGET GROUP PROBLEMS/OBSTACLES

TARGET GROUP TO-DO-LIST - The time aspect is key. What they do NOW in more important than what they might do later..



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Value in a Circular Economy system beyond customer value?

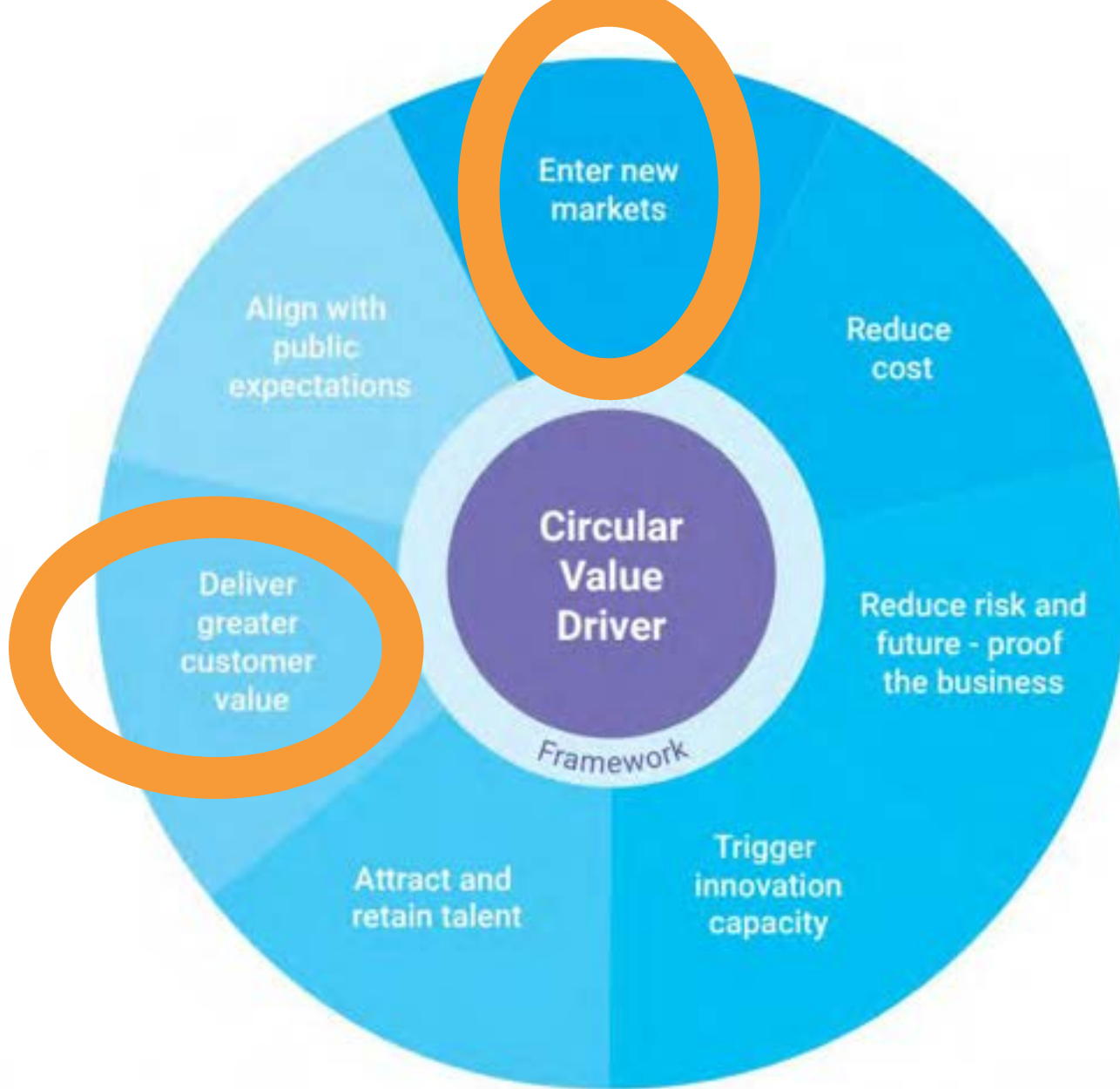
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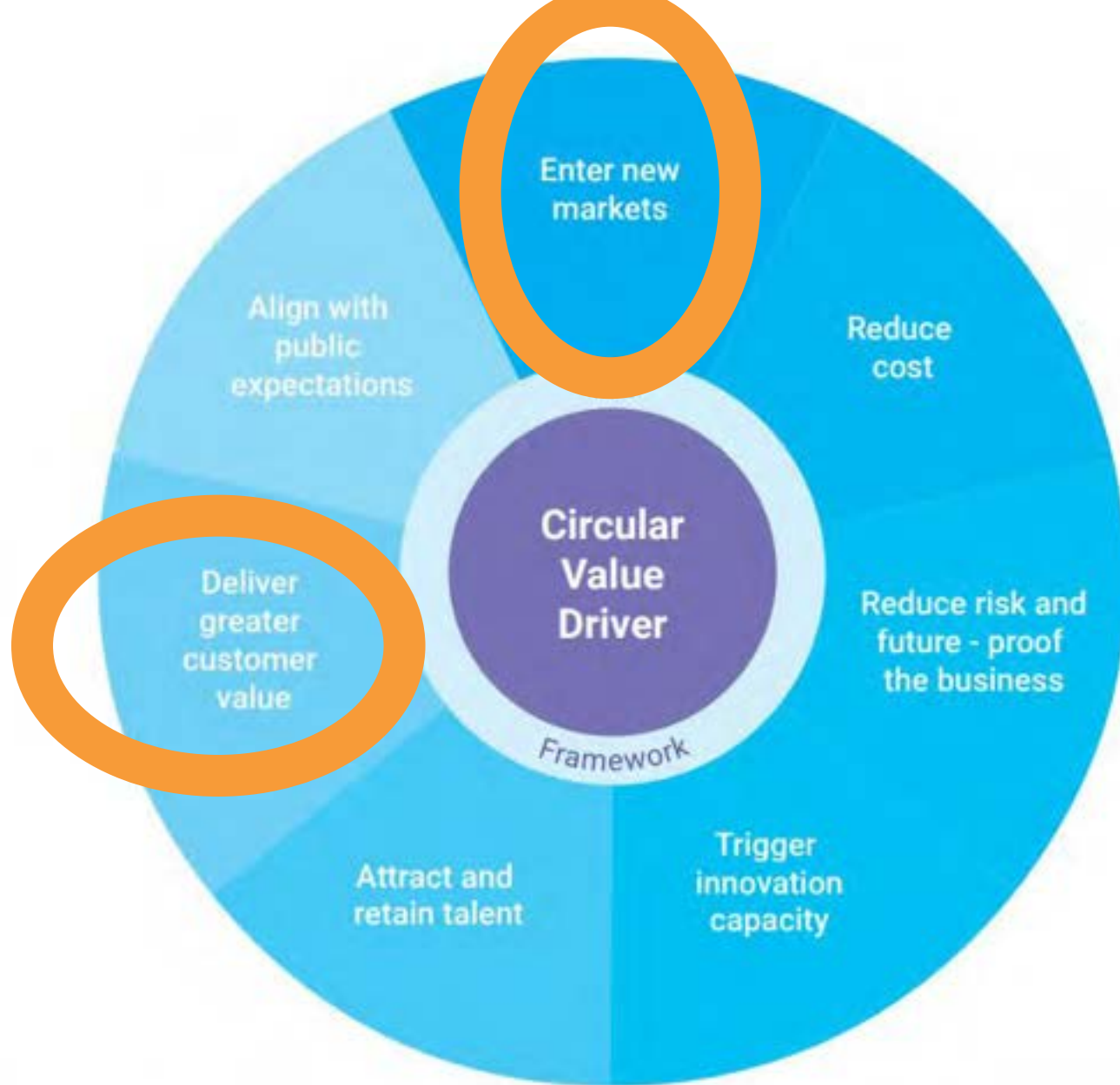
source: Circular Business Model Design Guide, PAconsulting, 2022

The Capital Equipment Coalition is a group of nine multinational companies that collaborate and exchange best practices. The framework is a PACE-affiliated project.



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OR



Explicit Value:

• **Customer value**

+

- Ressource value (people, energy, waste streams, ...)
- Data Value
- Relationship value

Implicit Value:

- Stability/control
- positive social impact
- altruism
- behaviour change

source: Circular Business Model Design Guide, PAconsulting, 2022



TYPES OF TANGIBLE/EXPLICIT VALUE

Resource value

Product, materials, energy, people, space, processes, waste streams

Consumer value

Benefits provided to the consumer through the product or service

Data/knowledge value

Data collected from your product or service, patents, innovations

Relationship value

Value of networks and partnerships, consumer loyalty, consumer lifetime value

TYPES OF INTANGIBLE/IMPLICIT VALUE

**Stability
and
control**

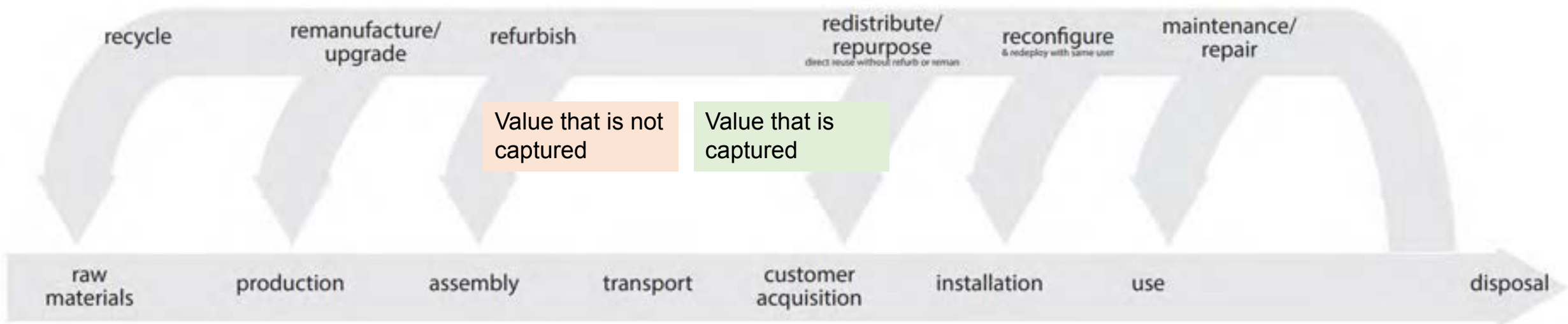
**Positive
social
impact**

Altruism

**Behaviour
change**

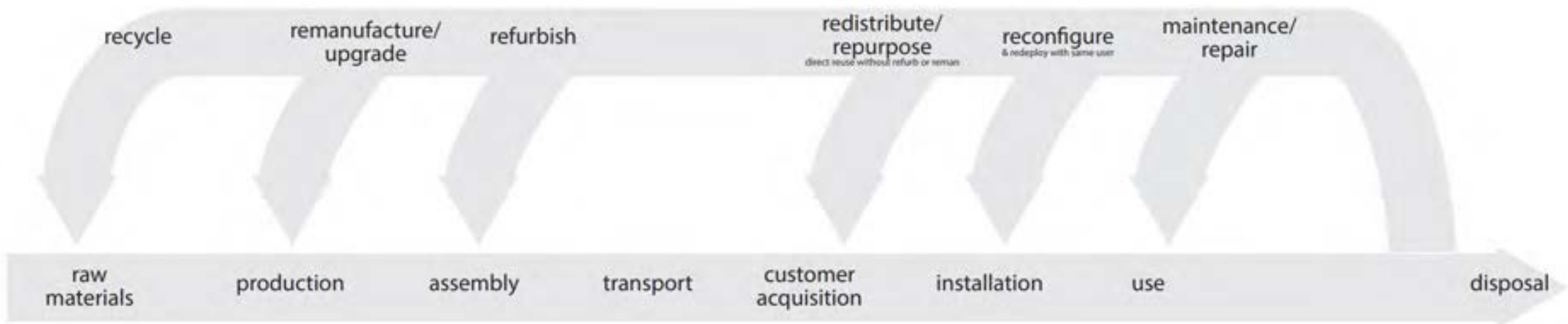


a circular value chain - simple view



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TRANSITION

a circular value chain - simple view



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TRANSITION

Value Chain Mapping – map lost value

Suppliers use virgin materials to (plastic, metal, cotton) to produce fabric and components

Reusable pallets returned to supplier

None of this is happening

Discarded products most likely end up in landfill or second hand markets in developing countries

Packing waste handled by a waste management supplier

Offcuts sent to landfill
Old machinery sent to landfill at end of life

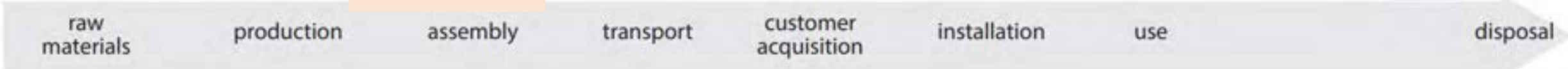
redistribute/repurpose
direct reuse without refurb or reman

reconfigure
& redeploy with same user

maintenance/repair

Packaging LPDE disposed (landfill) by consumer

No info on how long product is used



Buy resources:
• Fabric China
• Dyes India
• Zips, buttons, thread China

Manufacturing in 2 of our own factories in china

• UK based distribution
• Products sold on company website and retail partners

Customer emails captured at point of sale

• Garments not repaired or maintained and discarded after use
• Garments worn infrequently

• Unknown what happens



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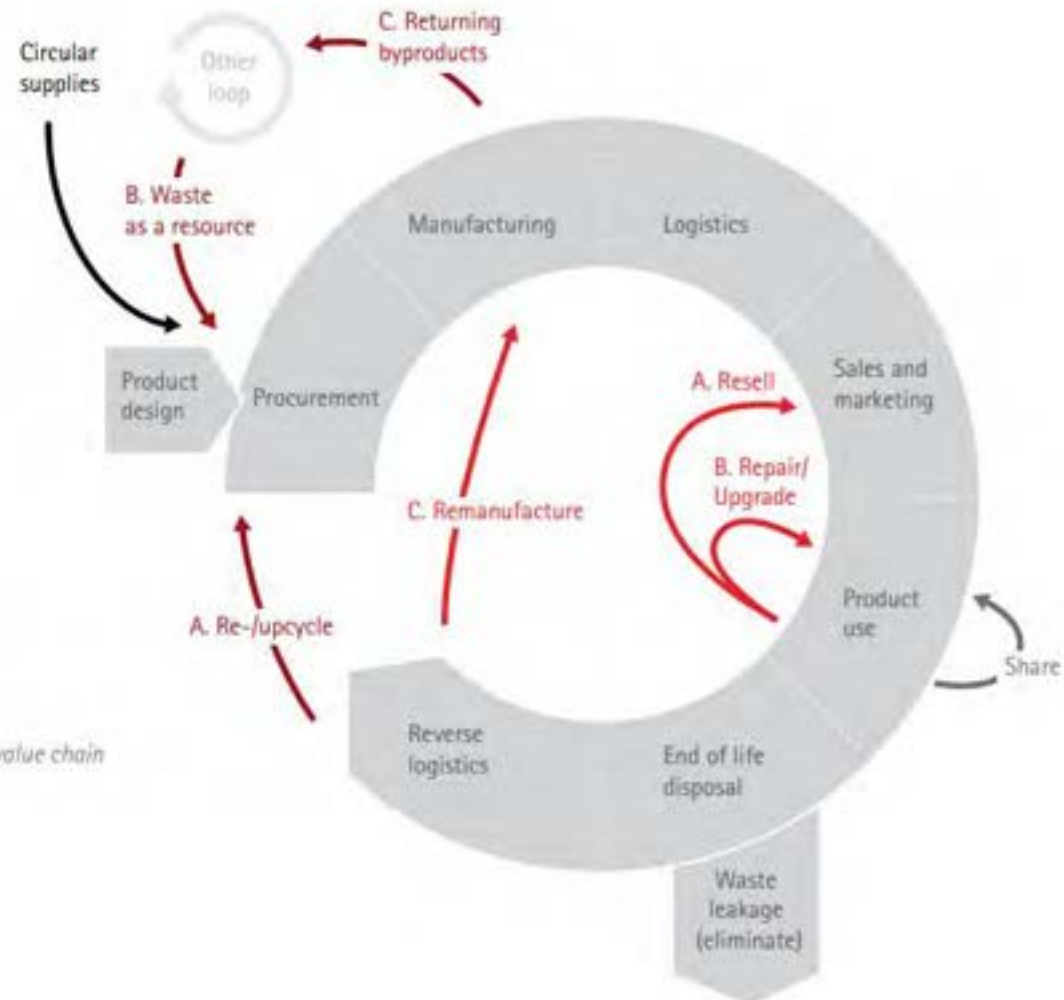
a circular value chain (complexer view)

Figure 5: The five circular business models

Business Models

- **Circular Supplies:** Provide renewable energy, bio based- or fully recyclable input material to replace single-lifecycle inputs
- **Resource Recovery:** Recover useful resources/energy out of disposed products or by-products
- **Product Life Extension:** Extend working lifecycle of products and components by repairing, upgrading and reselling
- **Sharing Platforms:** Enable increased utilization rate of products by making possible shared use/access/ownership
- **Product as a Service*:** Offer product access and retain ownership to internalise benefits of circular resource productivity

* Can be applied to product flows in any part of the value chain



Source: Accenture, 2014



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Group discussion

What value do you generate with circular business idea beyond the customer value?

Is there missing value that you could capture?

is there missing value that could be captured by a stakeholder/supplier/customer?



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CIRCULAR BUSINESS MODEL CANVAS

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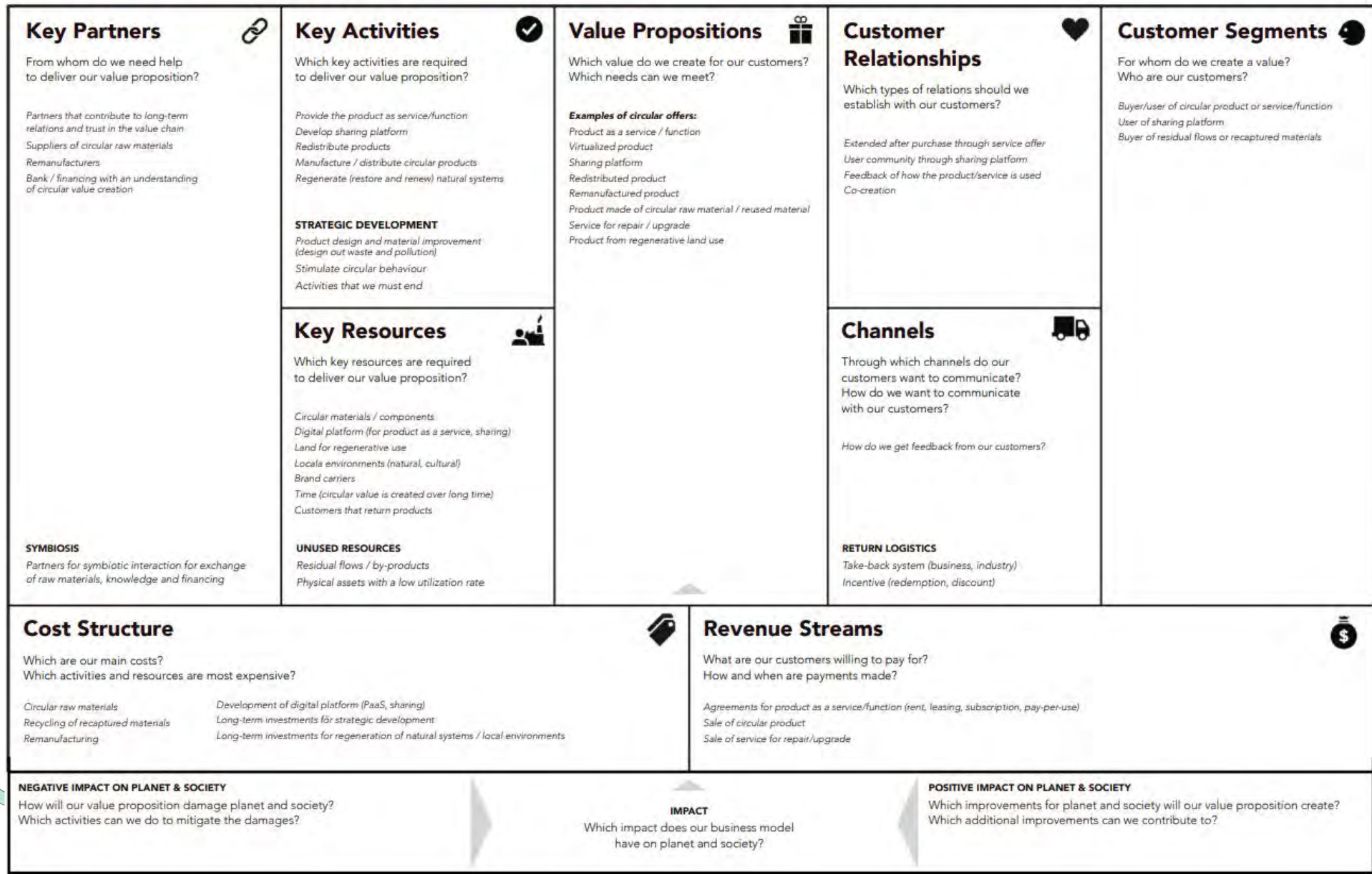


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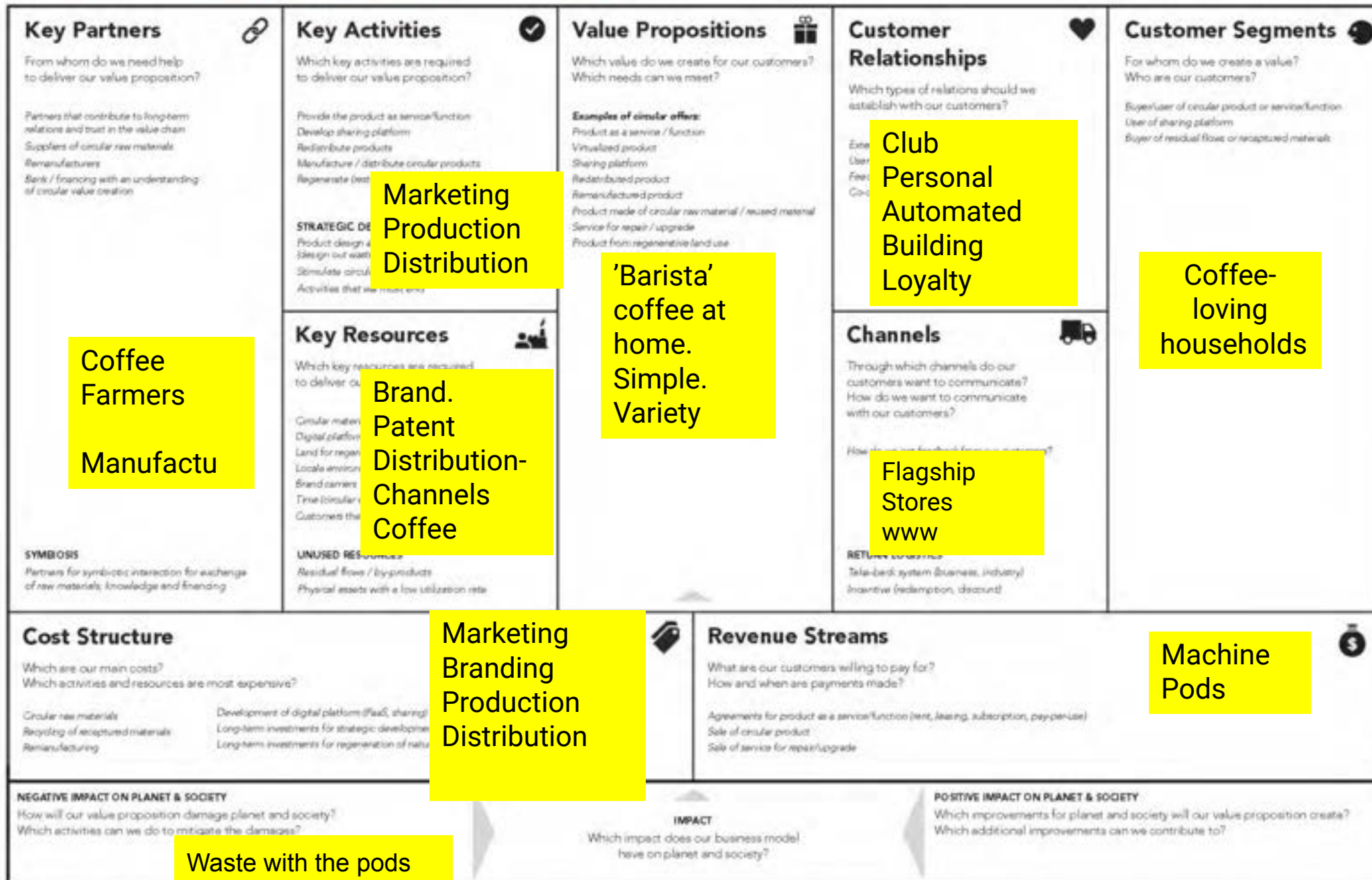
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Circular Business Model Canvas



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Coffee Farmers
Manufacture

Marketing
Production
Distribution

Brand.
Patent
Distribution-
Channels
Coffee

'Barista' coffee at home.
Simple.
Variety

Club
Personal
Automated
Building
Loyalty

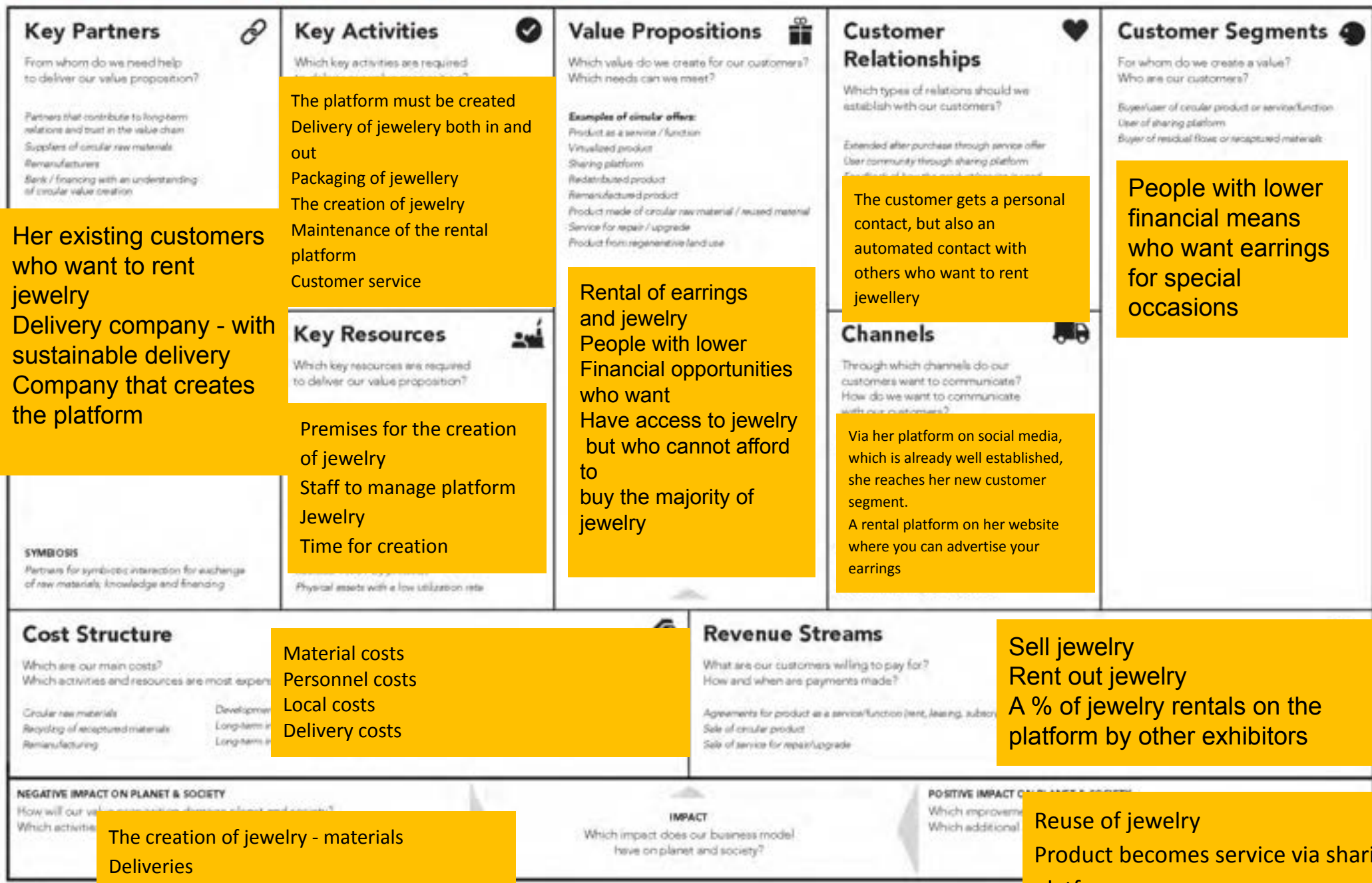
Coffee-loving households

Flagship Stores
www

Machine Pods

Marketing
Branding
Production
Distribution

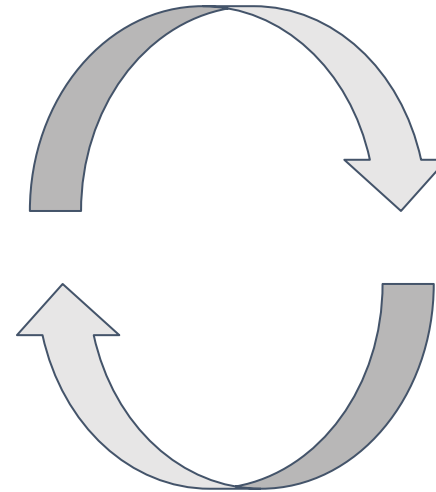
Circular Business Model Canvas



IN
TION

Circular Business Model Canvas

Key Partners <p>From whom do we need help to deliver our value proposition?</p> <p>Partners that contribute to long-term relations and trust in the value chain</p> <p>Suppliers of circular raw materials</p> <p>Remanufacturers</p> <p>Bank / Financing with an understanding of circular value creation</p>	Key Activities <p>Which key activities are required to deliver our value proposition?</p> <p>Provide the product as service/function</p> <p>Develop sharing platform</p> <p>Redistribute products</p> <p>Manufacture / distribute circular products</p> <p>Regenerate (restore and renew) natural systems</p> <p>STRATEGIC DEVELOPMENT</p> <p>Product design and material improvement (design out waste and pollution)</p> <p>Stimulate circular behaviour</p> <p>Activities that we must end</p>	Value Propositions <p>Which value do we create for our customers? Which needs can we meet?</p> <p>Examples of circular offers:</p> <p>Product as a service / function</p> <p>Virtualized product</p> <p>Sharing platform</p> <p>Redistributed product</p> <p>Remanufactured product</p> <p>Product made of circular raw material / reused material</p> <p>Service for repair / upgrade</p> <p>Product from regenerative land use</p>	Customer Relationships <p>Which types of relations should we establish with our customers?</p> <p>Extended after purchase through service offer</p> <p>User community through sharing platform</p> <p>Feedback of how the product/service is used</p> <p>Co-creation</p>	Customer Segments <p>For whom do we create a value? Who are our customers?</p> <p>Buyer/user of circular product or service/function</p> <p>User of sharing platform</p> <p>Buyer of residual flows or recaptured materials</p>
	Key Resources <p>Which key resources are required to deliver our value proposition?</p> <p>Circular materials / components</p> <p>Digital platform (for product as a service, sharing)</p> <p>Land for regenerative use</p> <p>Local environments (natural, cultural)</p> <p>Brand carriers</p> <p>Time (circular value is created over long time)</p> <p>Customers that return products</p>		Channels <p>Through which channels do our customers want to communicate? How do we want to communicate with our customers?</p> <p>How do we get feedback from our customers?</p>	
Cost Structure <p>Which are our main costs? Which activities and resources are most expensive?</p> <p>Circular raw materials</p> <p>Recycling of recaptured materials</p> <p>Remanufacturing</p> <p>Development of digital platform (PaaS, sharing)</p> <p>Long-term investments for strategic development</p> <p>Long-term investments for regeneration of natural systems / local environments</p>		Revenue Streams <p>What are our customers willing to pay for? How and when are payments made?</p> <p>Agreements for product as a service/function (rent, leasing, subscription, pay-per-use)</p> <p>Sale of circular product</p> <p>Sale of service for repair/upgrade</p>		
NEGATIVE IMPACT ON PLANET & SOCIETY <p>How will our value proposition damage planet and society? Which activities can we do to mitigate the damages?</p>		IMPACT <p>Which impact does our business model have on planet and society?</p>	POSITIVE IMPACT ON PLANET & SOCIETY <p>Which improvements for planet and society will our value proposition create? Which additional improvements can we contribute to?</p>	



PITCH STRUCTURE



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TRANSITION**

Day 1:
your
why?

Day 1: Circular business models

1. Business models

- Circular input:** Circular input: circular input, circular input, circular input
- Resource recovery:** Resource recovery: resource recovery, resource recovery, resource recovery
- Product as a Service:** Product as a Service: product as a service, product as a service, product as a service

Day 1: R-strategies

Innovative product and manufacturing	R1	Reduce	Reduce the amount of materials used in production or in the use of the product, or reduce the amount of waste generated.
	R2	Reuse	Reuse products or components, or use recycled materials in production.
	R3	Recycle	Recycle materials used in production or in the use of the product, or use recycled materials in production.
Extend lifespan of product and its parts	R4	Reduce	Reduce the amount of materials used in production or in the use of the product, or reduce the amount of waste generated.
	R5	Reuse	Reuse products or components, or use recycled materials in production.
	R6	Repair	Repair and maintenance of products so that they can be used for a longer period.
	R7	Refurbish	Refurbish products so that they can be used for a longer period.
Extend lifespan of materials	R8	Reuse	Reuse products or components, or use recycled materials in production.
	R9	Recycle	Recycle materials used in production or in the use of the product, or use recycled materials in production.
	R10	Recovery	Recovery of materials and components.

Circular Business Model Canvas

Key Partners: Who are the partners we need to help us deliver our value proposition?

Key Activities: Which key activities are required to deliver our value proposition?

Value Propositions: Which value do we create for our customers? What needs can we meet?

Customer Relationships: Which type of relationship should we establish with our customers?

Customer Segments: For whom do we create a value? Who are our customers?

Key Resources: Which key resources are required to deliver our value proposition?

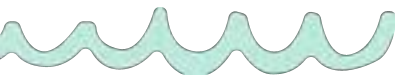
Channels: Through which channels do we customers want to communicate with our customers?

Cost Structure: What are our main costs? Which activities and resources are most expensive?

Revenue Streams: What are our customers willing to pay for? How, and when, are payments made?

IMPACT: What impact does our business model have on planet and society?

Day 1: SDG's



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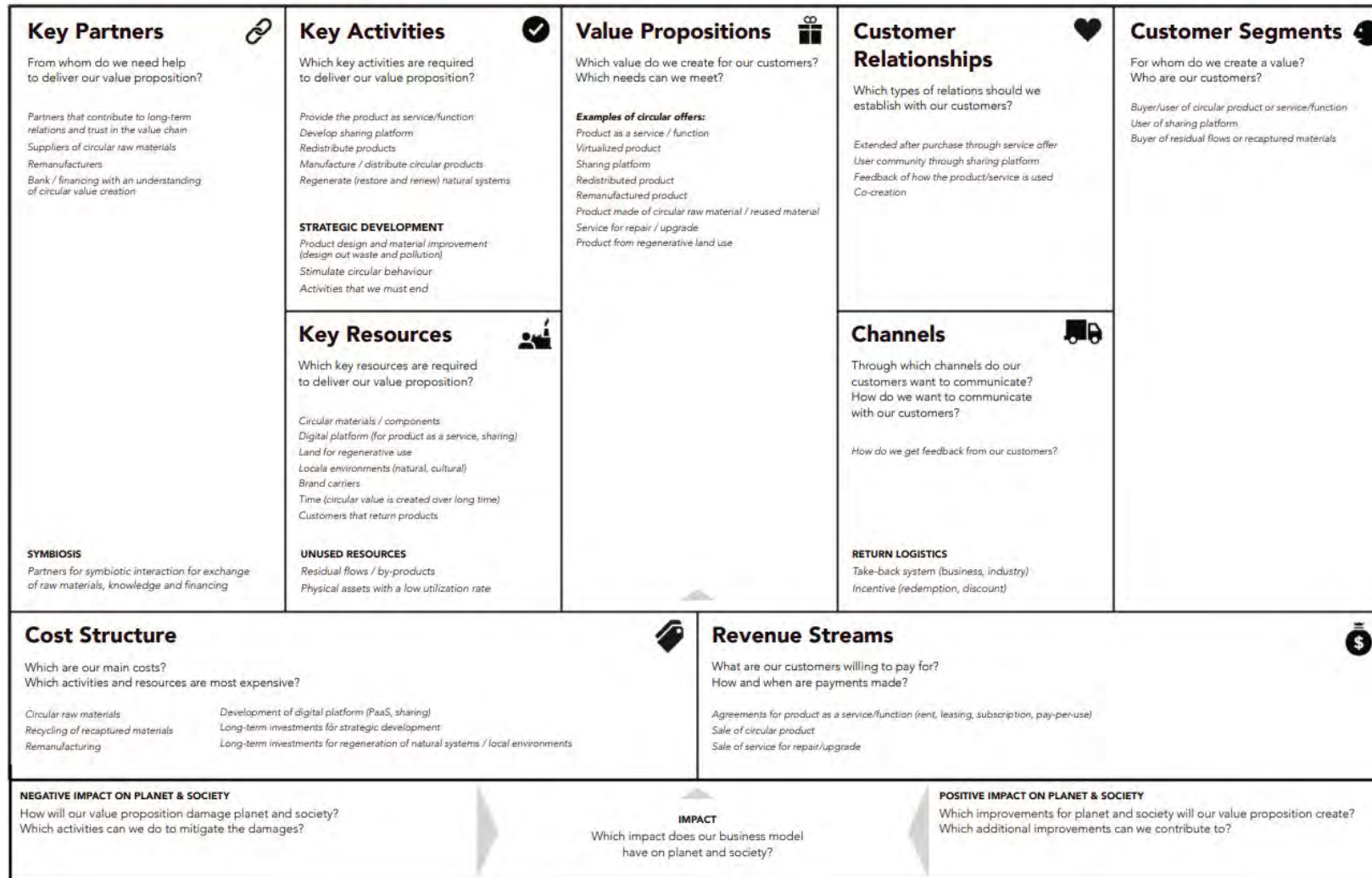
TASK 1

START FILLING OUT YOUR FIRST
VERSION OF CBMC



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Circular Business Model Canvas



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HOMEWORK

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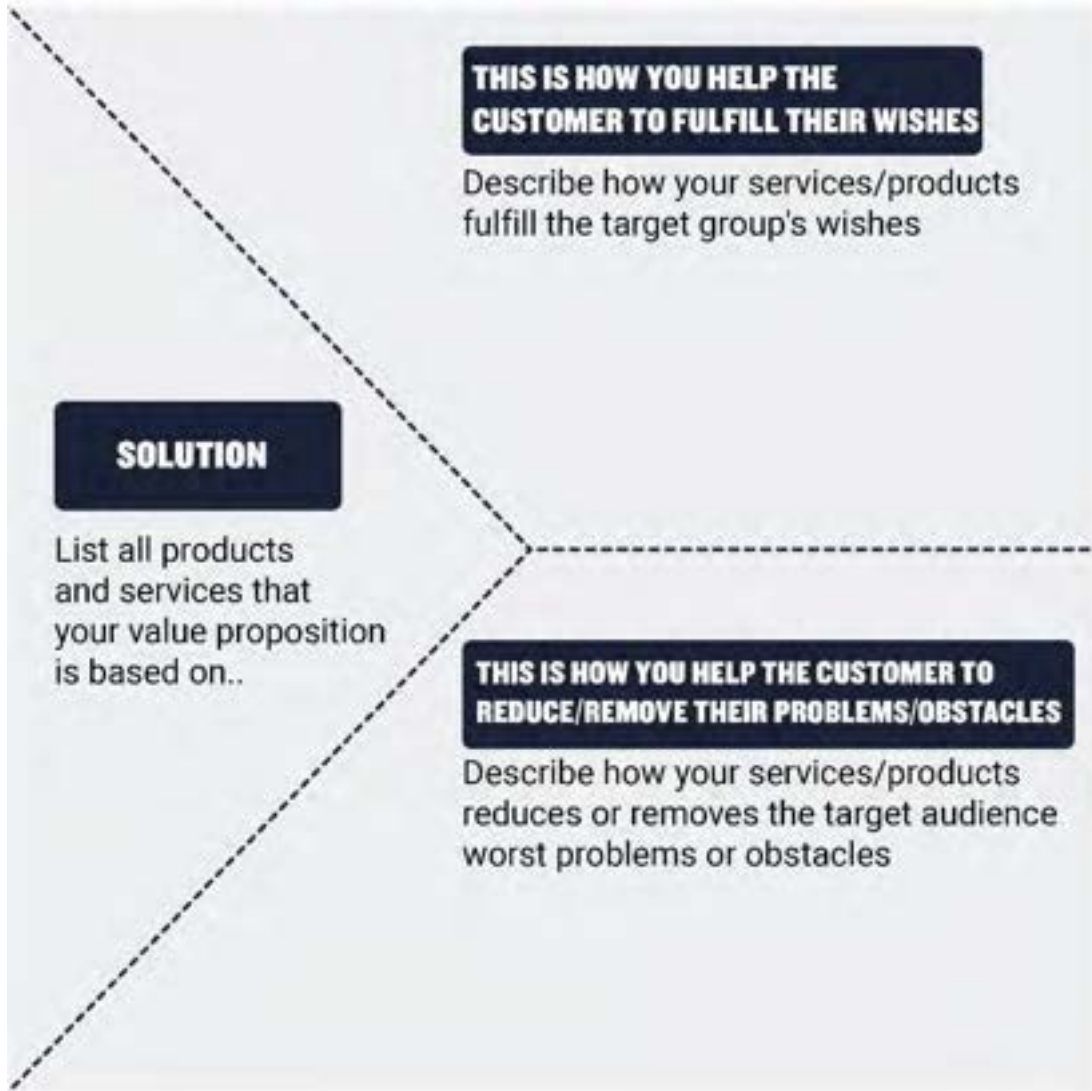


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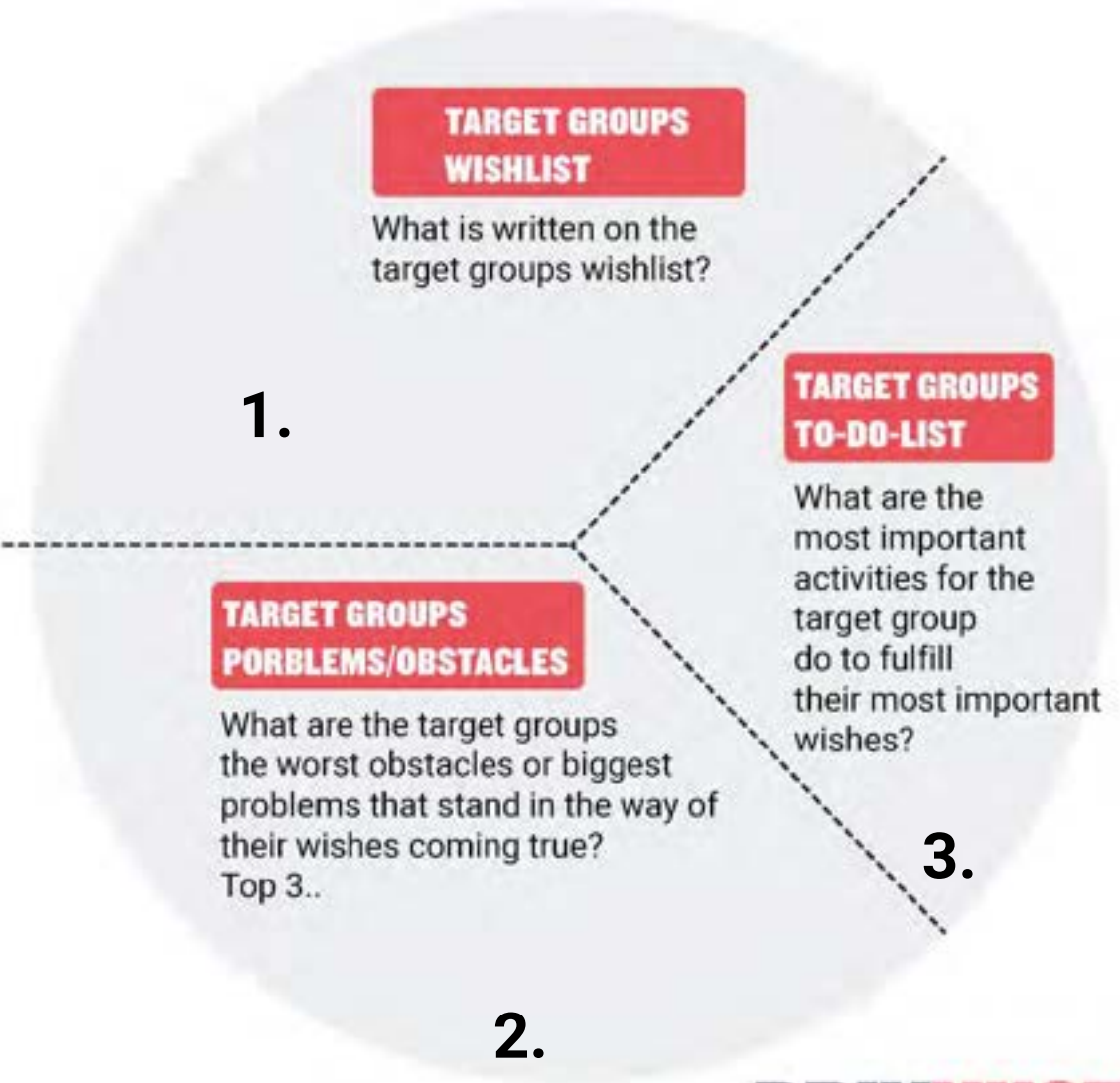
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VALUECREATOR



Need analysis - Customer segment(s)

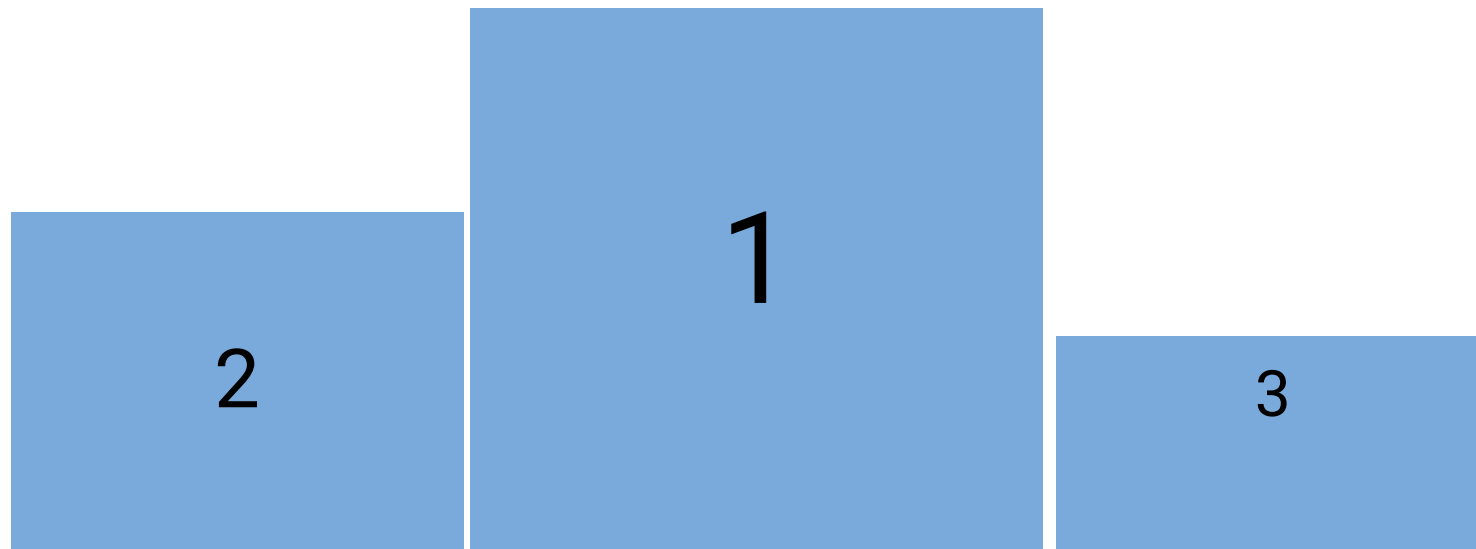


IDENTIFY TOP THREE!

TARGET GROUP WISH LIST

TARGET GROUP PROBLEMS/OBSTACLES

TARGET GROUP TO-DO-LIST - The time aspect is key. What they do NOW in more important than what they might do later..



A GREEN
TRANSITION

Customer segment for your idea: Loop & Need analysis (Value creator right side)

A: Loop the **need behind** your idea with your chosen target group/customer segment .

B: Analyze the feedback and information you receive when looping with your customer segment:

Then fill in the right side of the value creator:

State the customer segment you have looped with, and list their:

1. Top 3 wishes (in their life, in the context around your idea)
2. Top 3 problems/holdbacks (what's preventing them from fulfilling their wishes?)
3. Top 3 activities on their to do list. (What are they doing TODAY When trying to fulfill their wishes or reducing the problems)

Note and differentiate your hypotheses (that need to be looped and verified further) from facts.



Coaching sessions

- Book individual sessions with coaches during the 2 week breaks
- 30 minute sessions
- Come prepared with questions
- Make sure your participant folder is updated - the coaches look at this and feedback on it



DAY 3

Morning

09.00-09.45 Recap of last time & Present customer needs

10.00-10.40 Pivot

10.50-12.00 WHO is your customer (segment -persona)

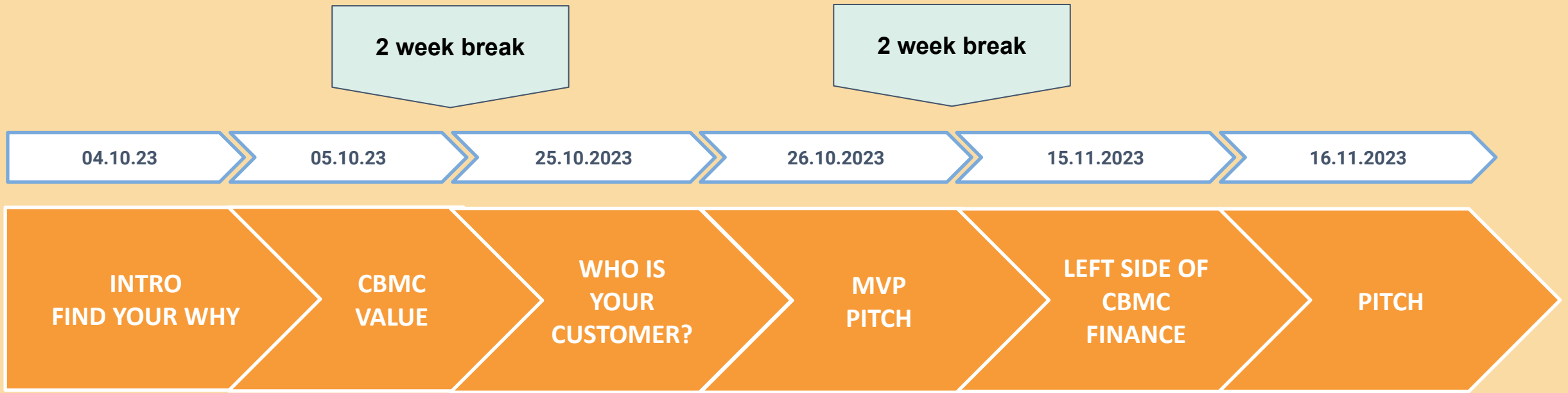
Afternoon

13.00-13.40 SDG's

13.50-14.30 Create persona

15.00-16.00 Who are your competitors





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RECAP

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DAY 1

Day 1:
your
why?

Day 1: Circular business models



Day 1: R-strategies

Innovate product and manufacturing	R1	Reduce	Reduce product complexity to streamline production or by offering the same function with a different software solution.
	R2	Rethink	Make products less complex by sharing products or by providing more functional products or services.
	R3	Reform	Remove unnecessary product components or by increasing their useful lifetime.
Extend lifespan of product and its parts	R4	Reuse	Re-use the entire component or discarded product which is still in good condition and offers its original function.
	R5	Repair	Repair and maintenance of discarded products so that they can be used with its original function.
	R6	Refurbish	Restore an old product and bring it up to date.
	R7	Remanufacture	Use parts of discarded products to create products with the same function.
Extend useful life of materials	R8	Recycle	Re-use materials to derive the same high quality as from the original quality.
	R9	Recovery	Recovery of material with lower quality.

Circular Business Model Canvas



Day 1: SDG's

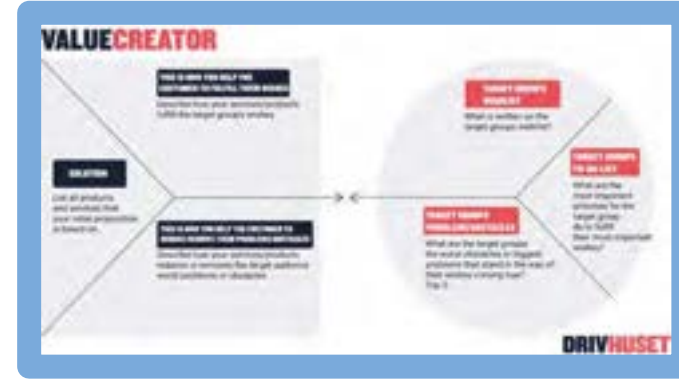


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Day 2: Opportunity Map



DAY 2



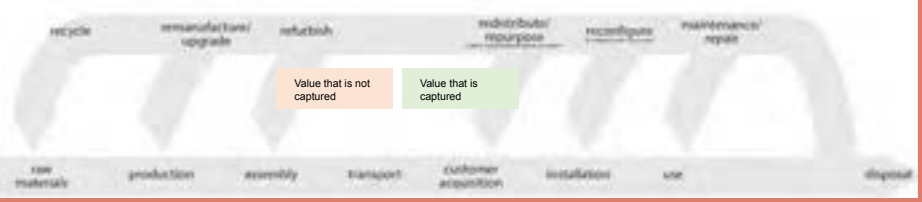
Day 2: value creator + think beyond customer value



Circular Business Model Canvas



Day 2: circular value stream mapping



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HOMEWORK

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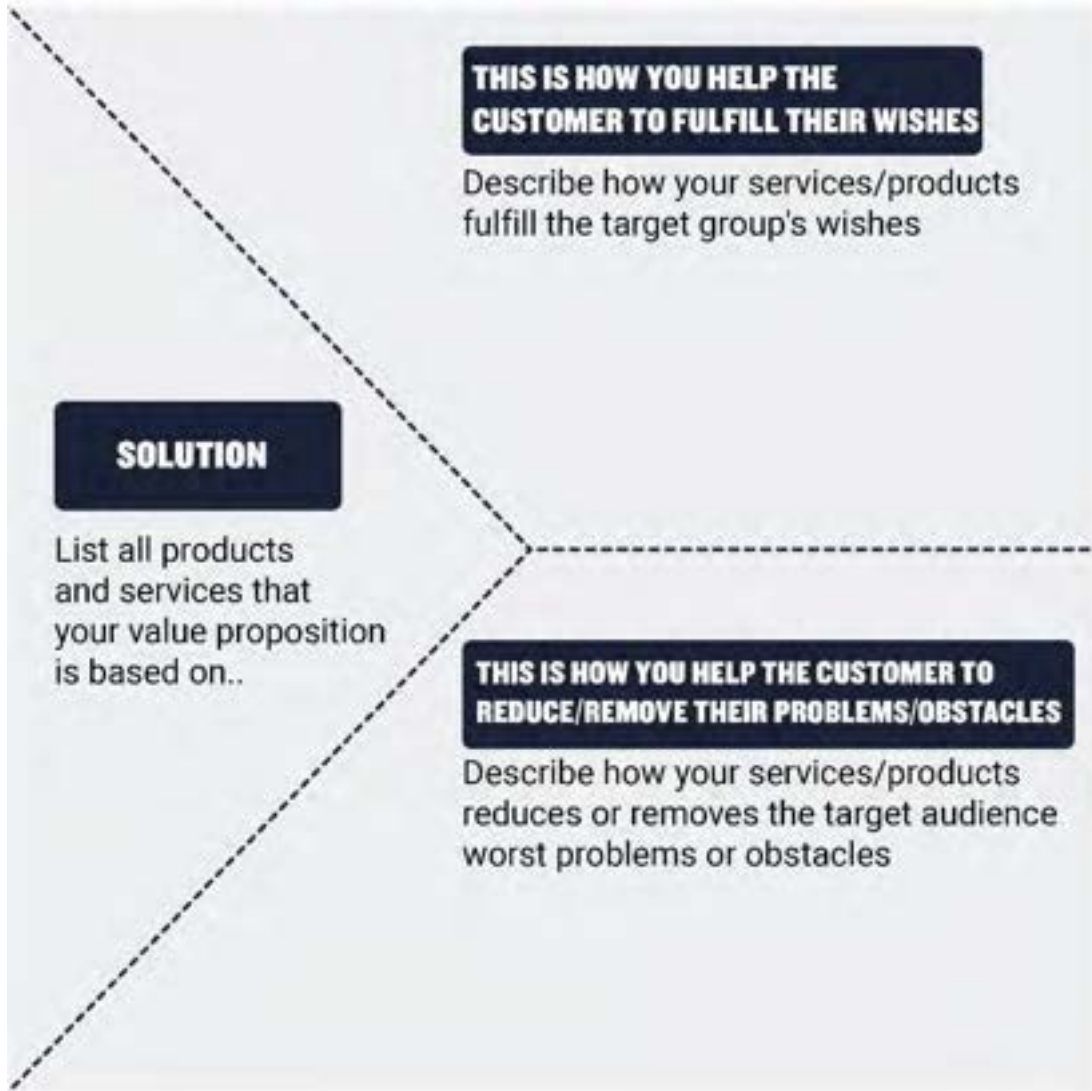


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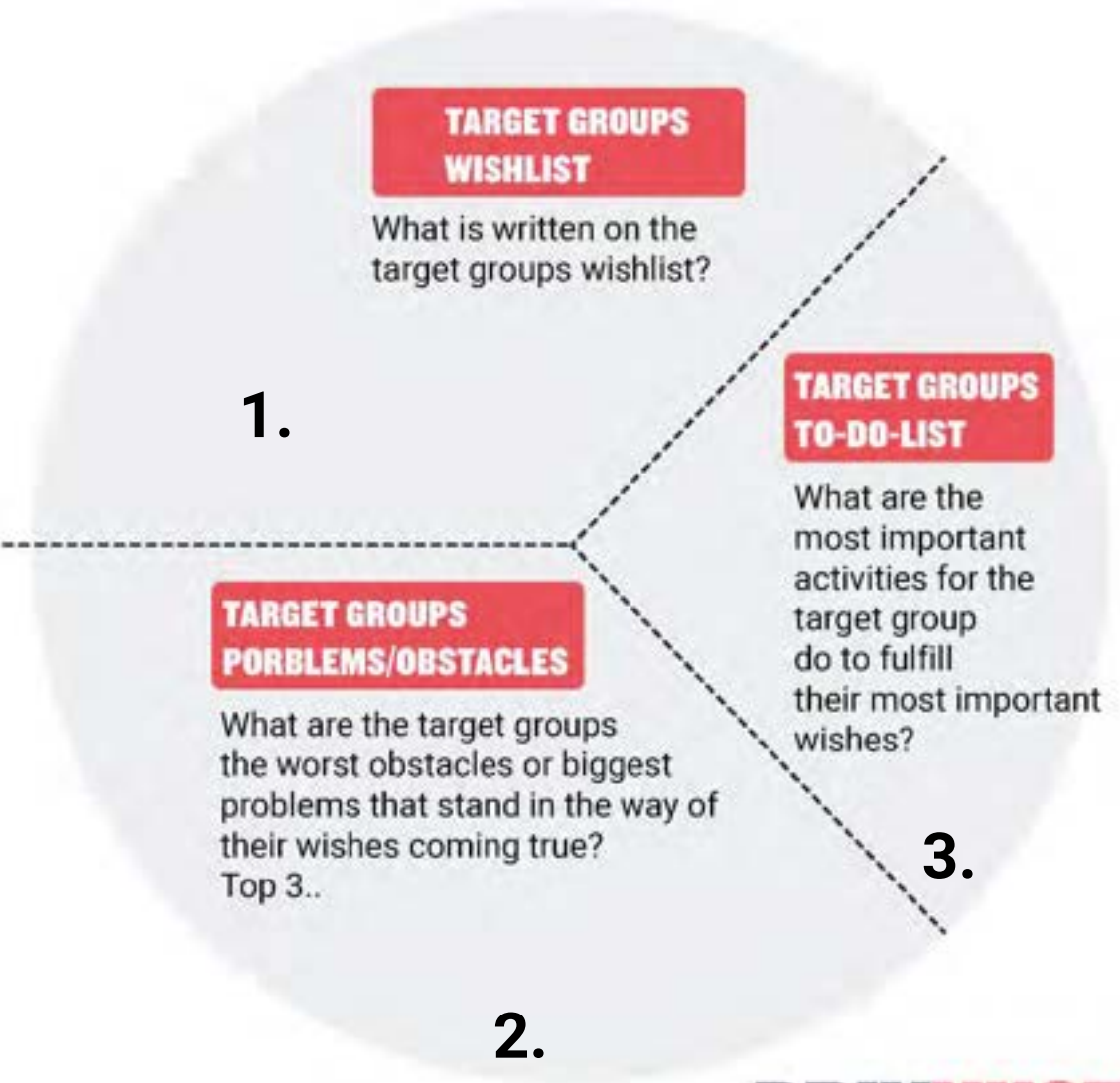
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VALUECREATOR



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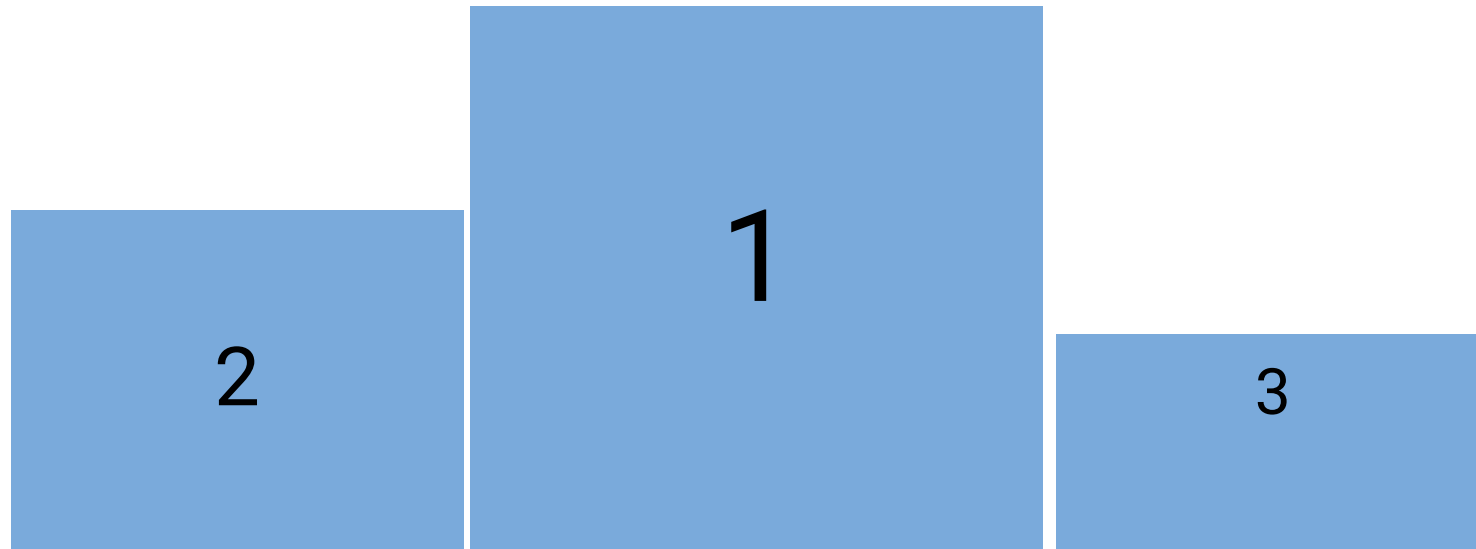


IDENTIFY TOP THREE!

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A GREEN
TRANSITION

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Then fill in the right side of the value creator:

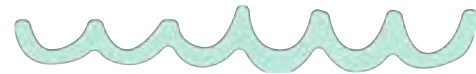
State the customer segment you have looped with, and list their:

1. Top 3 wishes (in their life, in the context around your idea)
2. Top 3 problems/holdbacks (what's preventing them from fulfilling their wishes?)
3. Top 3 activities on their to do list. (What are they doing TODAY When trying to fulfill their wishes or reducing the problems)

Note and differentiate your hypotheses (that need to be looped and verified further) from facts.



General questions about the homework



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Discuss results of homework in breakout sessions

20-30 minute sessions.

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Different types of pivots

- **Zoom in pivot:** One detail of the offer turns out to be the whole offer.
- **Zoom out pivot:** The offer does not solve the customer's problem, becomes a detail in a larger offer.
- **Target group pivot:** The offer solves a concrete problem, but for a different target group.
- **Problem Pivot:** The customer's problem was not big enough. The offer needs is reshaped to solve a problem that is more important to the customer.
- **Channel pivot:** need to change channels to sell a service or product to a customer, e.g. start selling through an online store instead of a physical store, sales to retailers instead of end customers.
- **Technology pivot:** Discovering that another technology solves the customer's problem in a better way.



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START PIVOTING EARLY IN THE PROCESS



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Target group pivot or problem pivot?





— NATURE-INSPIRED, REGENERATIVE

MATERIALS FOR IMPACT- POSITIVE PRODUCTS AND SPACES

Circular Matters® leverages the power of plants to create materials that replace fossil-based plastics and resins. Our aim is to contribute to the path towards a more sustainable future, by making high-quality materials from plant-derived sources.



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FLOORING SYSTEMS

Linoleum - the bio-based floor

The weighted average of our Marmoleum collection is climate positive (cradle to gate) without offsetting. It combines ecological values with contemporary design and offers an important contribution to a sustainable world.

[Read more](#)



BACK TO THE FLOOR

INTRESSERAD AV ATT ÅTERVINNA DITT UTTJÄNTA GOLV? ➔



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Innovations & Applications

- Technology

Reclaimed Asphalt Pavement Regeneration Technologies

pivot:



Limassol Old Town Cyprus Regeneration Road Works

The Reinforced Asphalt Rejuvenating Agent (ARA) and the Reclaimed Asphalt Pavement (RAP) Regeneration Technologies can be used to solve the problems relating to the stacking and reuse of RAP.



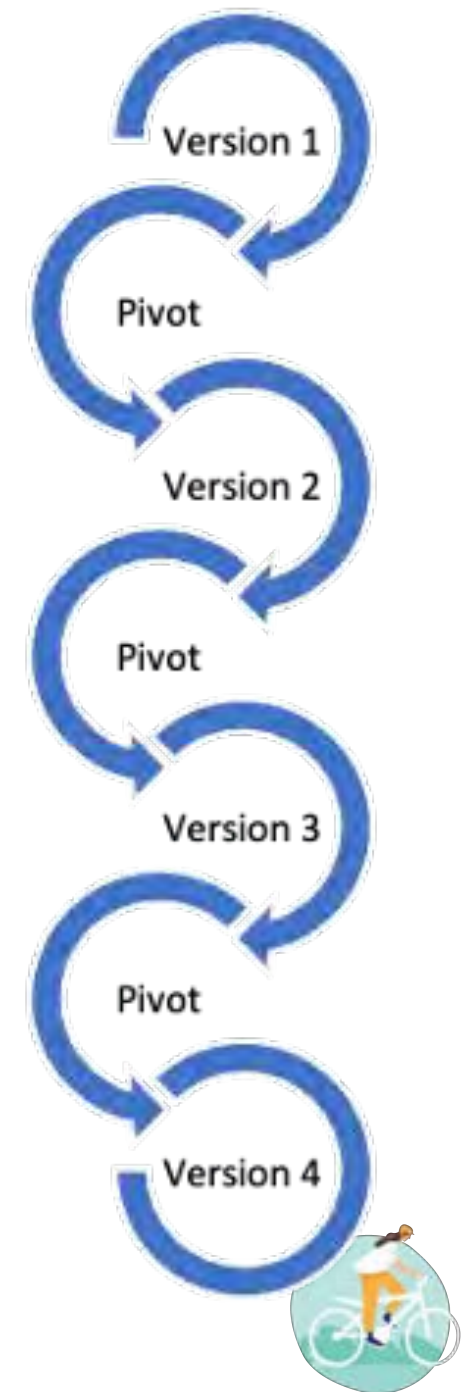
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A pivot is...

Changes based on input, new knowledge, from the target group, stakeholders and the outside world.

The difference between various versions of your idea/solution.

No pivot = no development of the idea





WHY DON'T WE PIVOT?

- Difficult to interpret (especially written) feedback - diffuse, polite/lukewarm feedback.
- We ask leading questions to get the idea confirmed - loops with the idea as a filter.
- Relying too much on expert knowledge/our own knowledge rather than the collective expertise of the target audience.
- Ignores feedback from the target audience.
- Invested too much resources - "Now we can't back down" Sunk cost fallacy.
- Fear of being wrong, considered to have failed, "make fools of themselves".



HOW TO AVOID THE PITFALLS?

- Continuous communication in the team, what do we know? what do we not know?
- Loop more to be able to see patterns
- Dare to make pivots early in the process
- Continue to loop more towards your target group and ask questions in a way so that the feedback becomes more concrete
- Be aware of the risk of ignoring feedback - groupthink and shared information bias



WHEN IS THE RIGHT TIME TO MAKE A PIVOT

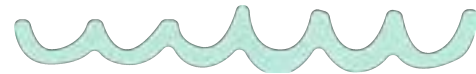
- WHEN YOU EXPERIENCE A STANDSTILL AND SLOW DEVELOPMENT
- WHEN THE INTEREST FROM YOUR TARGET GROUP IS WEAK, UNINTERESTED OR NEGATIVE

Or worse: Polite feedback...



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ITERATE PITCH DECK AND CBMC



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WHO IS YOUR CUSTOMER?

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Who are you selling to?



B2B or B2C?



B2B, B2C and B2G



Who are you really selling to?

Different types of customers



No two customers are alike

01

Loyal customers

02

Impulse customers

03

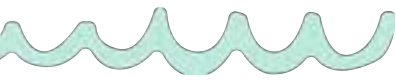
Discount customers

04

Need based customers

05

Wandering customers



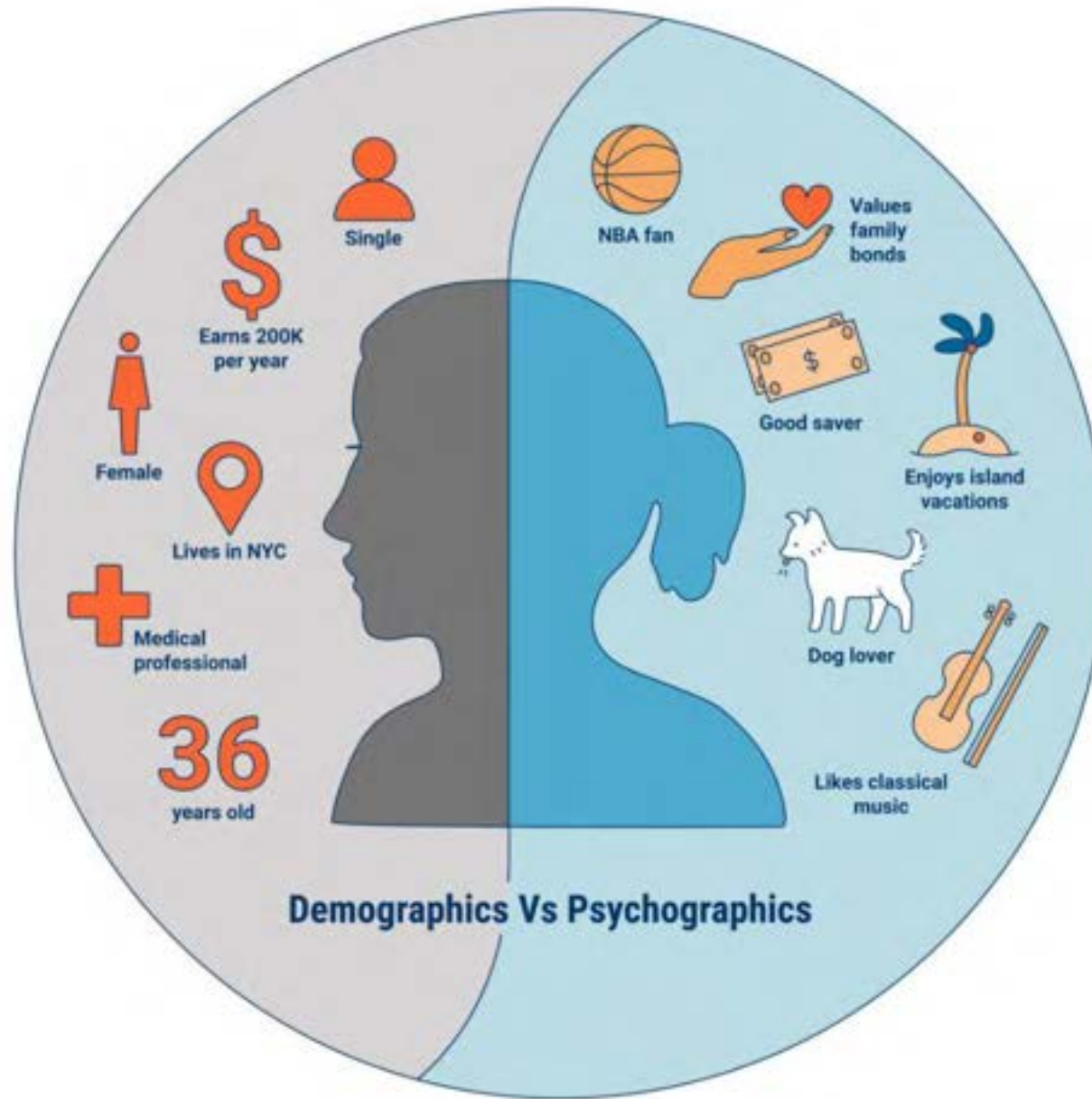
A GREEN TRANSITION



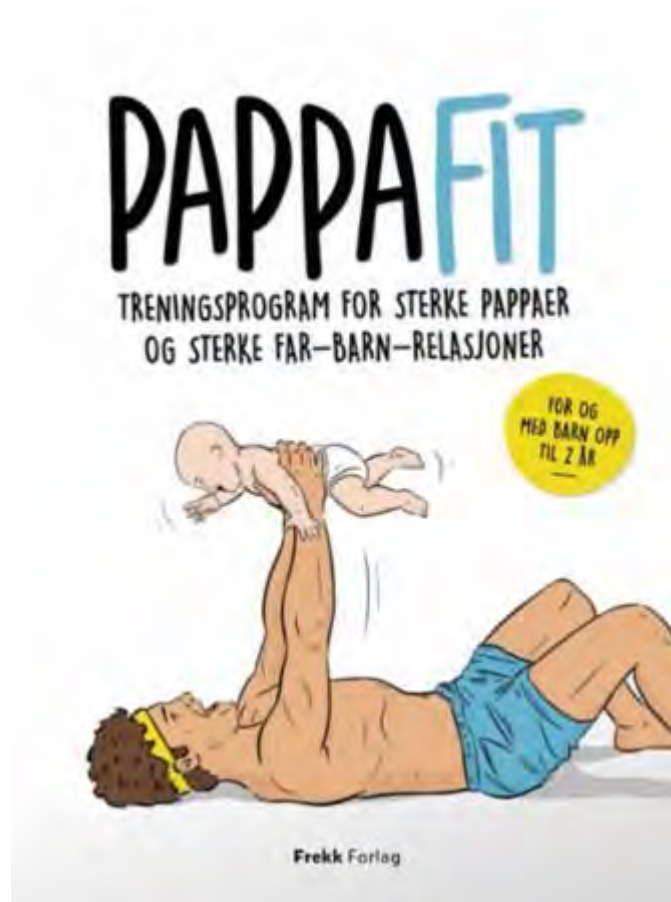
One customer well taken care of could be more valuable than \$10,000 worth of advertising.
Jim Rohn



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WHO IS the customer?



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WHO IS the customer?

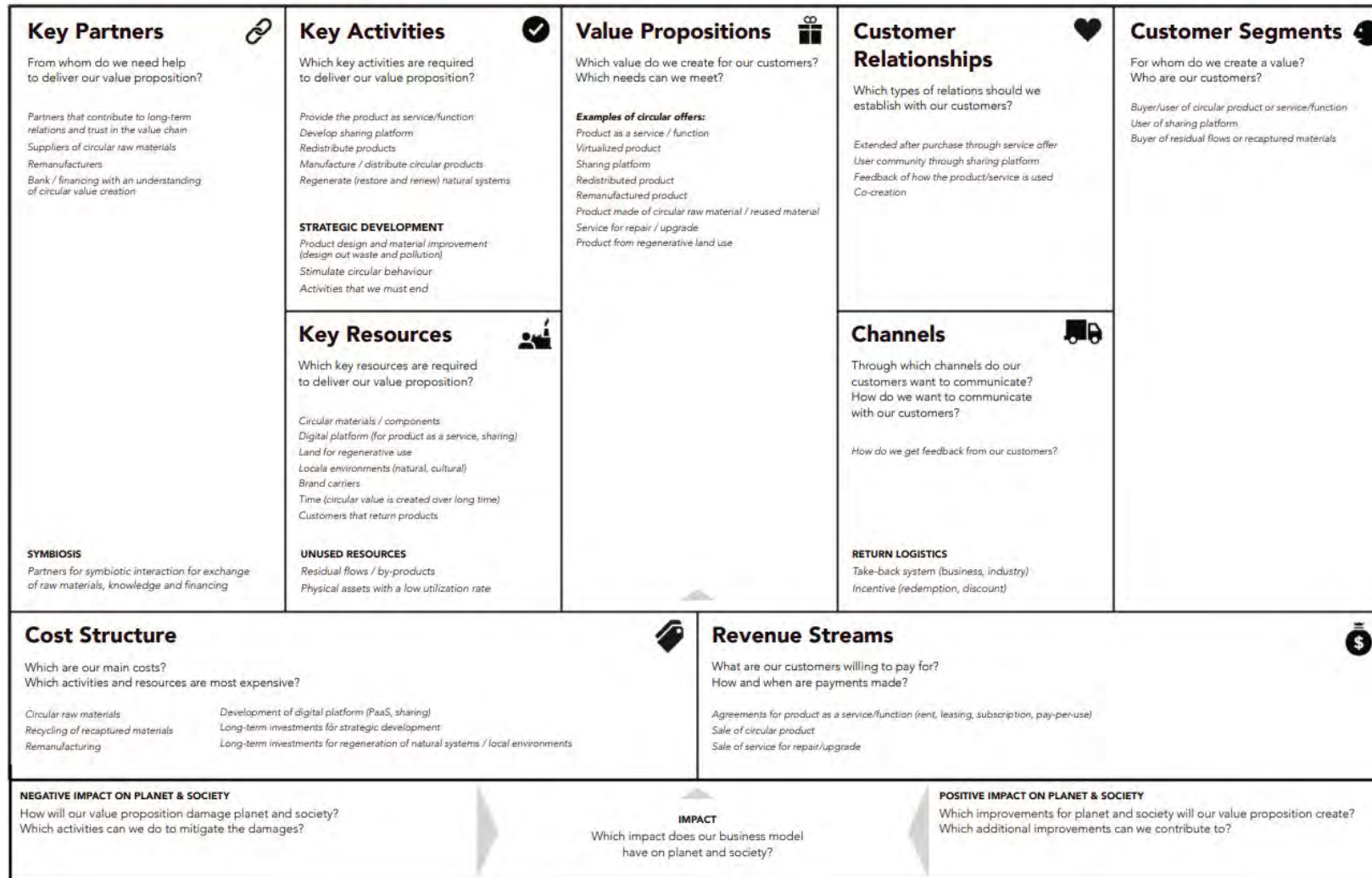


Our solutions



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Circular Business Model Canvas



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HOW 2 SEGMENT

Demographics:

geographical area, age, industry.

Psychographics

Interests, lifestyle, values, personality, etc.

Behavior

Product interest, usage patterns, frequency of use, willingness to buy, decision-making process, brand loyalty, etc.

Need

Segment – Cyclist → Offer – Bicycle locks

Channels

Segment – smartphone owners. Offer – app like f.e. Spotify

Relationship

Banks - different relationship to private & corporate customers

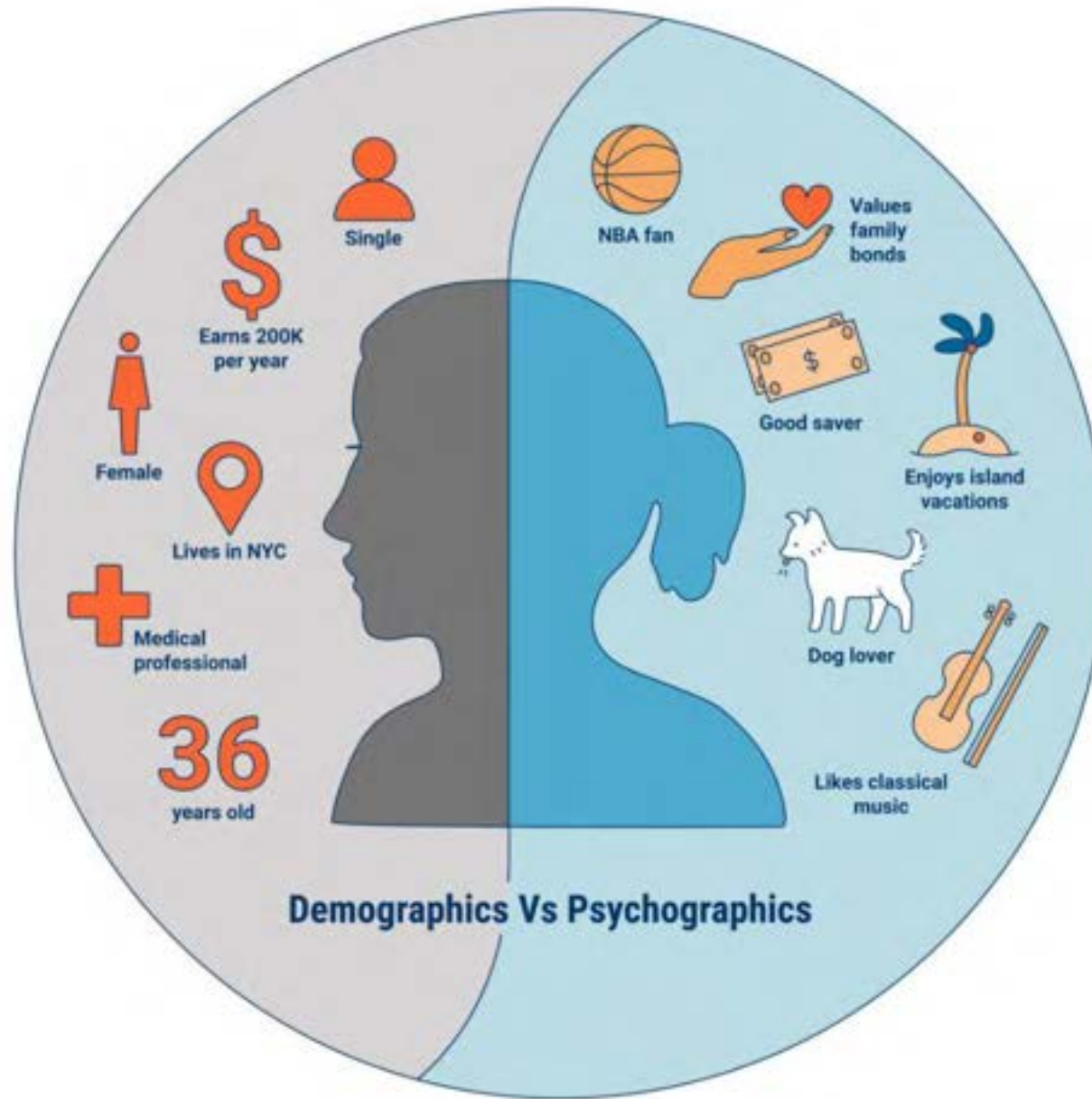
Purchase process

Buy directly or through retailers? Online?

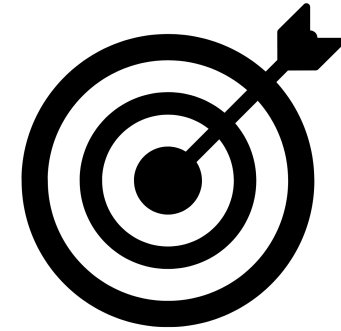


Develop your value proposition for the few, not for the many.
-Steve Blank





Demographics Vs Psychographics



Point – Aim – Shoot.

Increase the hit rate by aiming at the right target (group)

It is not about excluding and saying no to customers. It is about finding your entry on the market.

Your **“Window of opportunity”**



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Are you a painkiller or a vitamin?





The wall that pays off

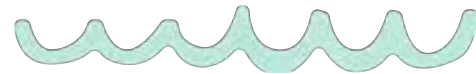
Here at JUUNOO, we like to talk about the wall that pays off, or better, **the wall that brings you money**. Because, unlike traditional walls, that's precisely what our JUUNOO walls do. How? Very simple: you either reuse your walls multiple times or sell them back to us after use. Therefore, the idea that sustainability is more expensive is truly outdated. On the contrary, opting for a circular solution actually makes you money!



dead by covid



**WHAT IS MOST IMPORTANT THING THE
CUSTOMER MUST HAVE?**



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**YOU HAVE TO MAKE CONVINCING STATEMENTS THAT
YOUR CUSTOMER CAN PAY FOR YOUR PRODUCT**

- THE VALUE



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WHAT CUSTOMERS TO ASK?

**Checklist to
identify your
first or new
customers.**

5. HAS OR CAN OBTAIN A
BUDGET

4. HAS CREATED A
TEMPORARY SOLUTION

3. HAS ACTIVELY LOOKED
FOR A SOLUTION

2. IS AWARE OF THE
PROBLEM

1. HAS A PROBLEM



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CRITERIAS FOR A SUCCESSFUL SEGMENTATION

- Clearly distinguishable
- Measurable
- Accessible
- Can communicate with the segment
- Big enough to be profitable

Potential segmentation
(has an interest in circularity or sustainability)



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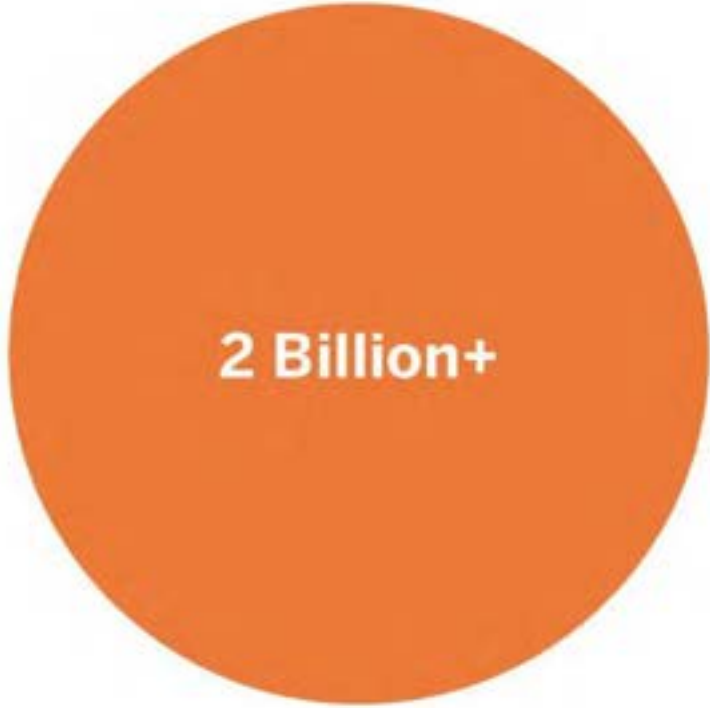
TARGETING – To choose customer segment(s)

- **Market growth**
 - Is it likely that the market will grow?
- How profitable do we think the segment is?
- How big is the segment?
- How is the competition in the segment?

Does the company have resources and practical possibilities to communicate with the segment?



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TRIPS BOOKED (WORLDWIDE)

Total Available Market

source: Travel Industry Association of America & World Tourism Organization



BUDGET&ONLINE

Serviceable Available Market

source: comScore



TRIPS W/AB&B

Share of Market

15% of Available Market



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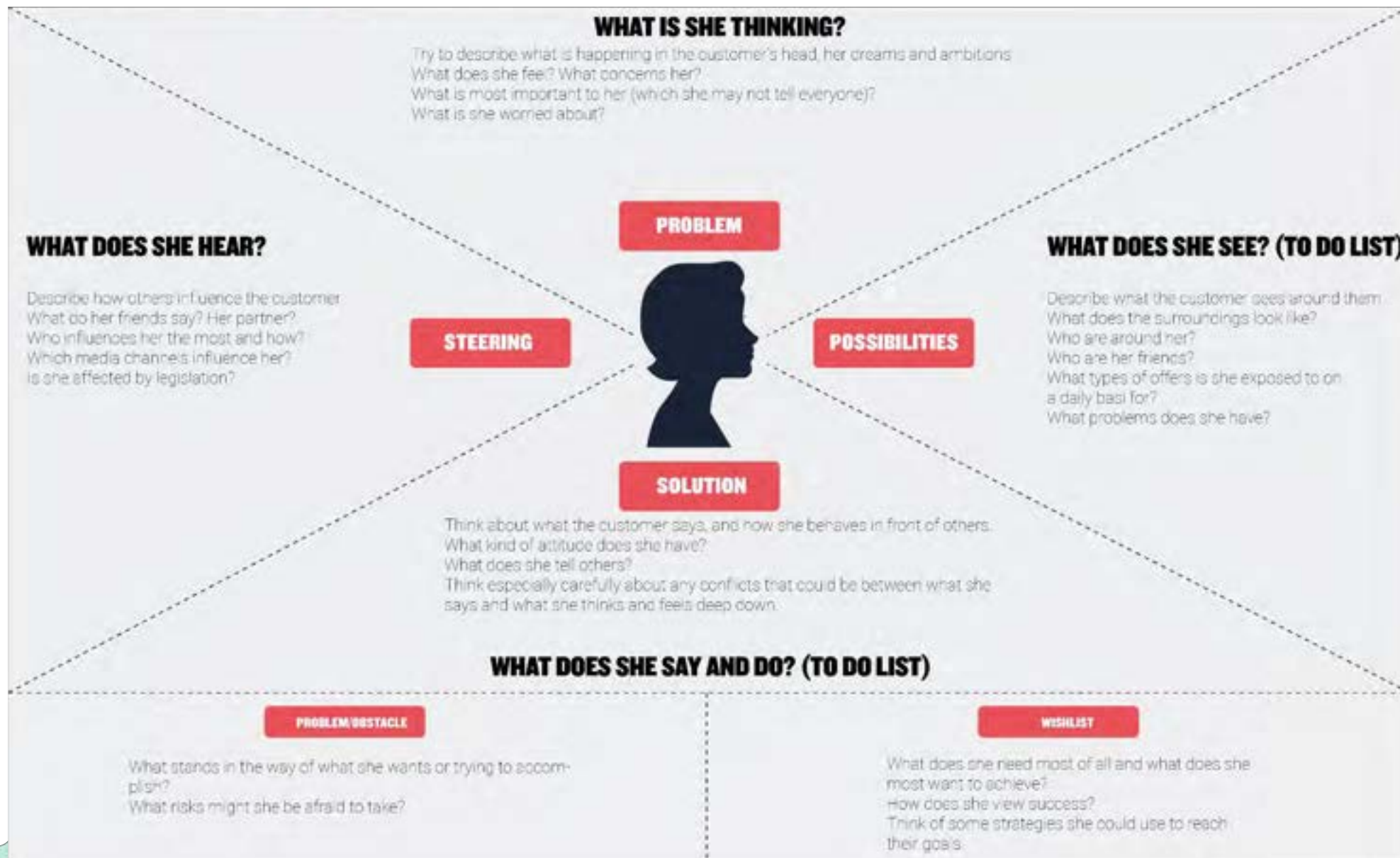
It's a challenge: FROM SEGMENT TO PERSONA

Who's the person saying YES or NO to your idea?



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EMPATHYMAP



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DRIVHUSE

Circular Persona

1. Attitudes towards sustainability:

- How much importance do consumers place on the environmental impact of products they buy?
- And the environmental performance of the brands they buy from?

2. Willingness to change their behaviours:

- Are consumers willing to pay more for sustainable products?
- Would they expend additional effort to be more environmentally-friendly?

Figure 9: Consumers can be grouped according to their 'Circular Persona'



Non-engagers

- Don't factor sustainability into buying decisions – just 5% say environmental impact of products is very important.
- Will not pay higher prices – Only 14% prepared to pay more for sustainable products.
- Skeptical about individual responsibility – Only 10% think their actions can have a significant impact on addressing environmental challenges.



Circular Sympathisers

- Care about sustainability – 62% say it's very important companies they buy from adopt circular practices.
- Prepared to pay more to support change – 72% would pay a bit more for products with environmental guarantees.
- But will not inconvenience themselves – 72% say they won't partake in recycling and repair of products if it means more effort on their part.



Circular Champions

- Sustainability is critical – 75% say environmental impact of products is very important to them, even more so than price (66%).
- Prepared to pay more to support change – 77% would pay a bit more for products with environmental guarantees.
- Willing to go the extra mile for sustainability – 87% say they will recycle and repair products even if it means more time and effort on their part.

source: ING survey 2020,
<https://www.quebeccirculaire.org/data/sources/users/2401/ing-circular-economy-survey-2020-1-earning-from-consumers.pdf>



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SUSTAINABLE DEVELOPMENT GOALS

1 NO POVERTY

2 ZERO HUNGER

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

5 GENDER EQUALITY

6 CLEAN WATER AND SANITATION

7 AFFORDABLE AND CLEAN ENERGY

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

10 REDUCED INEQUALITIES

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

14 LIFE BELOW WATER

15 LIFE ON LAND

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

17 PARTNERSHIPS FOR THE GOALS



TASK 1

How does your idea contribute to sustainability?

Use the  SDGs as a guide

SDG Impact Assessment Tool

<https://sdgimpactassessmenttool.org/en-gb>



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POSITIVE IMPACT ON PLANET & SOCIETY

Which improvements for planet and society will our value proposition create?
Which additional improvements can we contribute to?

IMPACT

Which impact does our business model
have on planet and society?

NEGATIVE IMPACT ON PLANET & SOCIETY

How will our value proposition damage planet and society?
Which activities can we do to mitigate the damages?



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Exercise

How does your idea/ business make the world a better place?

Let's look at at a joint example.

Is this company contributing to any of the SDGs? If so - how?

<https://sdgimpactassessmenttool.org/en-gb>

<https://sdgs.un.org/goals>



<https://sdgs.un.org/goals>



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→ **Delmål 6.3** Förbättra vattenkvalitet och effektivitet samt öka återanvändning

Hr Björkmans entrémattor påverkar delmålet positivt eftersom de har utvecklat ett eget slutet tvättsystem för sina mattor där 98% av vattnet återanvänds. Det vattnet som tillförs är regnvattnet som har samlats in från anläggningens tak i en vattentank.



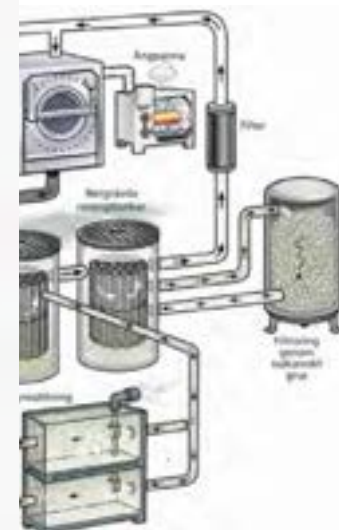
→ **Delmål 7.2** Öka andelen förnybar energi i mixen

Hr Björkmans entrémattor påverkar delmålet positivt genom att använda enbart förnybar energi i sin energikonsumtion. Under ett antal år har Hr Björkmans ställt om sin energianvändning till förnybar energi. Solpaneler täcker 40-60% av den totala elförbrukningen, resterande kommer från vindkraftel.



→ **Delmål 8.4** Förbättra resurseffektiviteten i konsumtion och produktion

Genom att använda enbart biogasbilar för ordinarie leverans samt tillverka sin standardmatta med återvunnen PET-plast påverkar Hr Björkmans entrémattor delmålet positivt.



→ **Delmål 9.4** Uppgradera till industri och infrastruktur för ökad hållbarhet

Hr Björkmans entrémattor påverkar delmålet positivt genom att anpassa industriprocessen för en mer hållbar resursanvändning, återanvändning av vatten, minskad kemikalieförbrukning, återvunnen material och miljövänliga transporter.



→ **Delmål 12.4** Ansvarfull hantering av kemikalier och avfall

Hr Björkmans entrémattor påverkar delmålet positivt eftersom de använder i huvudsak bioteknologiskt tvättmedel där bakterier, svampar och mögel producerar reaktiva ämnen som tar bort fett och smuts och efterlämnar bakterier som fortsätter att göra rent och ta bort lukt.



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TASK 1

How does your idea contribute to circularity?

SDG Impact Assessment Tool

<https://sdgimpactassessmenttool.org/en-gb>

30 minutes

15min worktime + 15min break-out room



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WHO ARE YOUR COMPETITORS

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**What are the pros & cons of
their service or product?**



**What are the pros & cons of
your service or product?**

COMPETITIVE LANDSCAPE TEMPLATE

Product X	Own Business	Competitor 01	Competitor 02	Competitor 03	Competitor 04
Feature 01	✓				
Feature 02	✓	✓	✓	✓	✓
Feature 03	✓	✓	✓	✓	✓
Feature 04	✓	✓			✓
Feature 05	✓	✓	✓		
Feature 06	✓	✓	✓	✓	
Feature 07					
Over All Assessment	6	5	4	3	3



Who are your competitors?

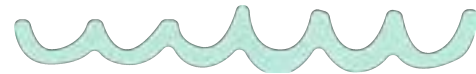
What are the pros & cons of their service or product?

What is your unique value proposition



TASK 3

CREATE A PERSONA



20 minutes



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Marie Svendsen



AGE	32
EDUCATION	Journalism
STATUS	Engaged
LOCATION	Oslo
OCCUPATION	Journalist
TECH LITERACY	Medium
SALARY	NOK 650k

Quote

"The amount of articles I need to produce reduces the time to explore, get context and deep dive into each story. This affects the quality of each article"

Personality

extrovert opportunistic adaptable

Bio

Marie works as a journalist in one of the bigger news organizations in Norway. She has a B.A. in Journalism from Volda University College and 5+ years of work experience. Being curious and caring about societal issues, she is always on the look for interesting stories and people.

Goals

- To be a acclaimed journalist
- Write stories that gets a lot of attention and clicks
- Be objective and fair when writing articles
- Educate and entertain through great storytelling

Motivations

She wants to find stories that has not been written, or find new ways and context to write about it in a different way. Writing stories that get a lot of attention, clicks and praise. While at the same time being aligned with her integrity. She wants to meet her deadlines and not make factual or spelling mistakes.

Frustrations

A substantial time during the workday is spent on research, verifying facts and sources. Time constraints from constant deadlines makes it difficult to write great articles on a regular basis.

Values

- Transparency
- Fairness
- Integrity
- Objectivity

Fears

- Making factual mistakes
- Loosing her job to freelancers
- Writing articles that nobody reads
- Missing deadlines

Pet Peeves

- Doing research
- Understanding context
- Finding good stories
- Waiting for sources to answer
- Deep diving in new topics

Tools

- Superdesk
- Dr Publish
- Piano

Persona: On drive - Interactive tools

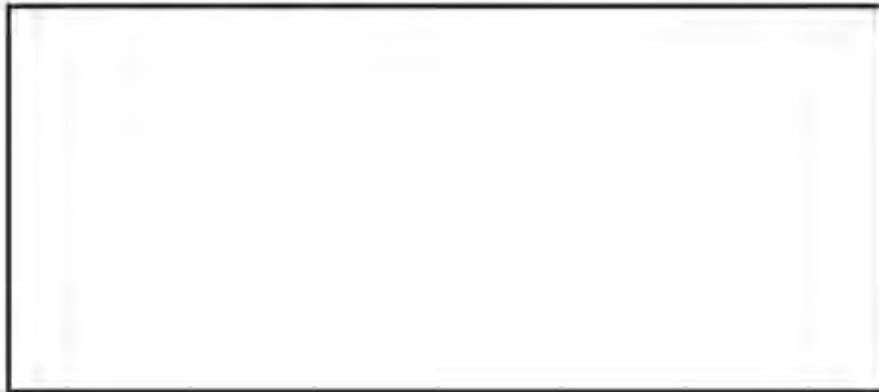
PROFILE



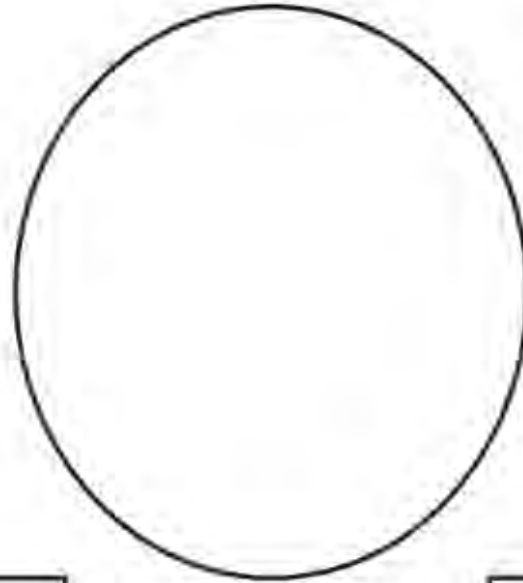
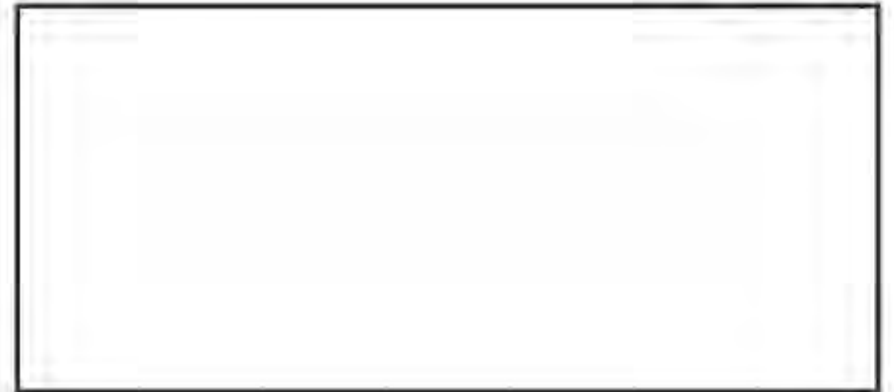
CHANNELS AND PURCHASE BEHAVIOUR



VALUES, GOALS AND MOTIVATIONS



ROLEMODELS

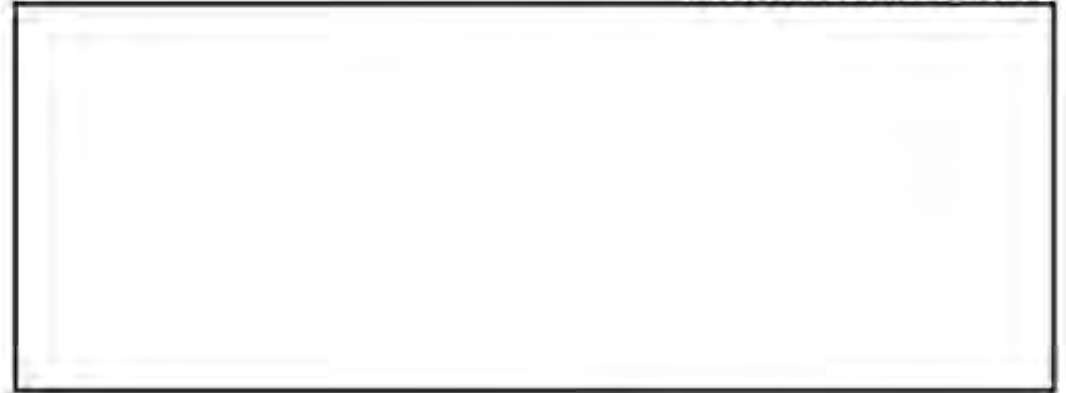


Persona: On drive - Interactive tools

PROBLEMS/NEEDS



HOW DOES THE CUSTOMER SOLVE THE
PROBLEM/NEED TODAY?



CHALLENGES



DREAMSCENARIO/WISHLIST

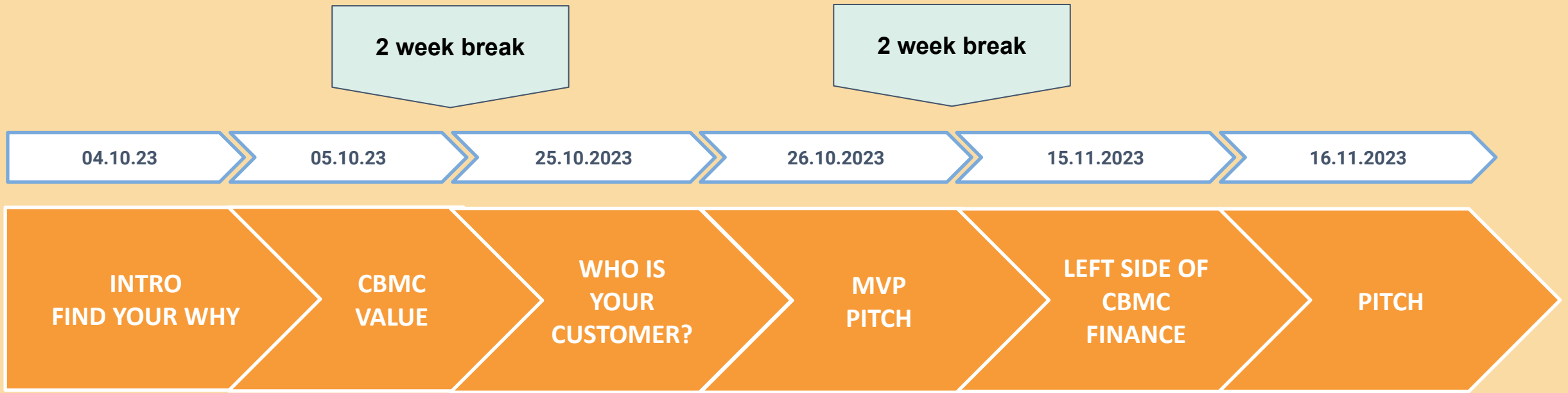


DAY 4

- Available resources
- Homework: persona
- Finalize the right side of the BMC
- **How to pitch**

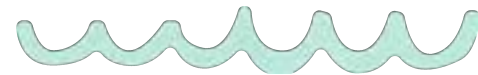
- What is your solution now?
- MVP / MVC
- Communication





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PRESENT YOUR PERSONA



20 MINUTES



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CBMC finalise right side

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DAY 1

Day 1:
your
why?

Day 1: Circular business models



Day 1: R-strategies

Innovate product and manufacturing	R1	Reduce	Reduce production or distribution or by offering the same function with reduced volume or quality.
	R2	Rethink	Make products less desirable (e.g., through sharing products) to prevent over-production or over-consumption.
	R3	Reuse	Reduce reliance on virgin resources or by increasing their useful lifetime.
Extend lifespan of product and its parts	R4	Repair	Use for another instance of discarded product which is still in good condition and offers its original function.
	R5	Refurbish	Repair and maintenance of discarded product so it can be used with its original function.
	R6	Remanufacture	Use parts of discarded product in a new product with its original function.
Create supply value of materials	R7	Repurpose	Use discarded products for original or new product with a different function.
	R8	Recycle	Re-use materials to derive the same high quality as from the virgin quality.
	R9	Recovery	Recovery of material with lower quality.

Circular Business Model Canvas



Day 1: SDG's

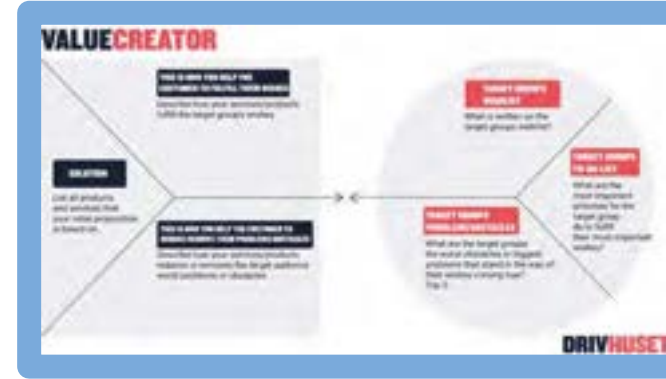


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Day 2: Opportunity Map



DAY 2



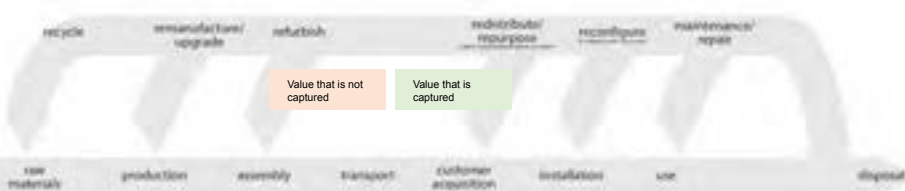
Day 2: value creator + think beyond customer value



Circular Business Model Canvas



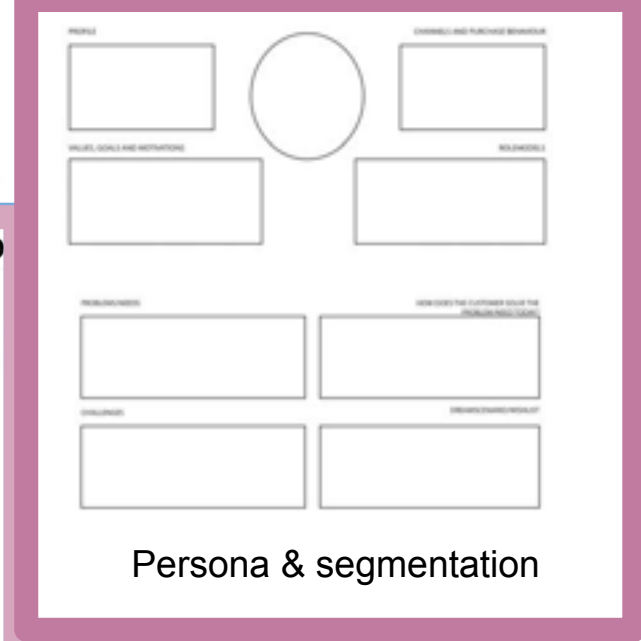
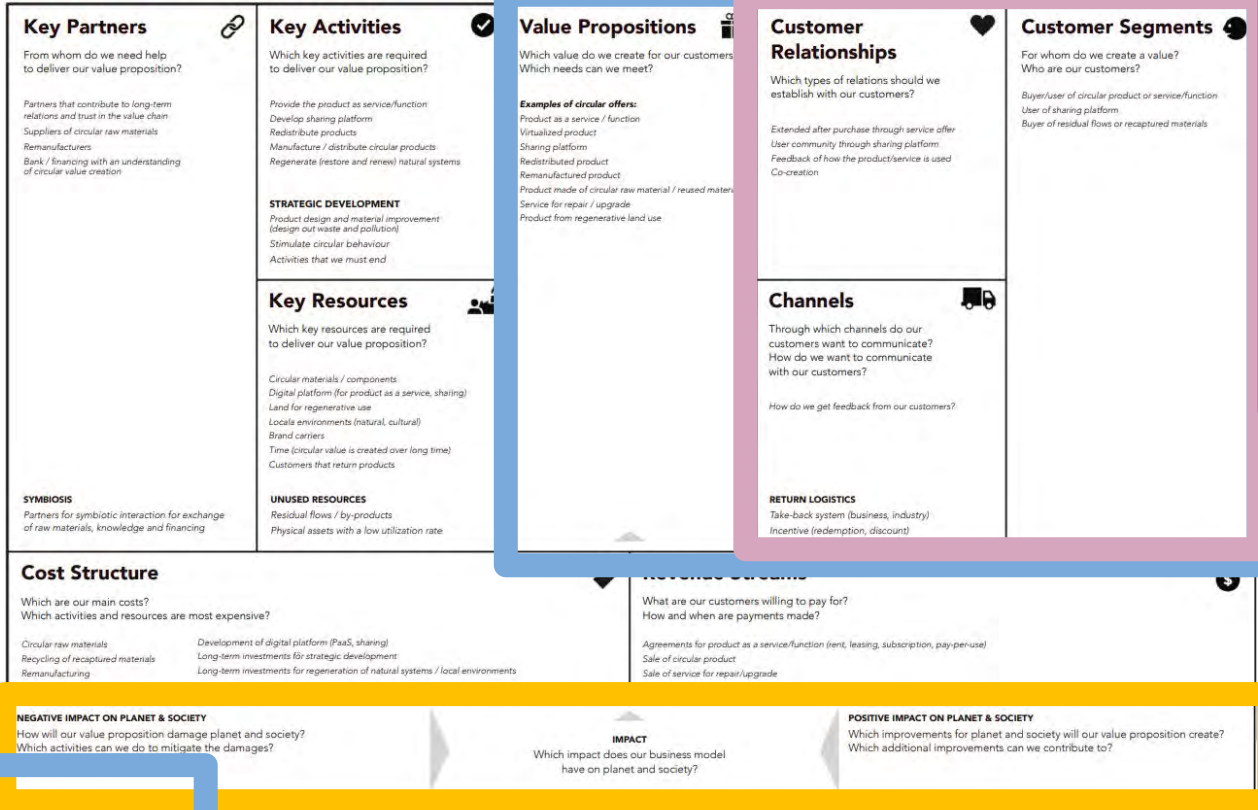
Day 2: circular value stream mapping



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DAY 3

Circular Business Model Canvas



Competition

COMPETITIVE LANDSCAPE TEMPLATE

Product X	Key Feature A	Customer B1	Customer B2	Customer B3	Customer B4
Product X	✓	✓	✓	✓	✓
Product Y	✓	✓	✓	✓	✓
Product Z	✓	✓	✓	✓	✓
Product W	✓	✓	✓	✓	✓
Product V	✓	✓	✓	✓	✓
Product U	✓	✓	✓	✓	✓
Product T	✓	✓	✓	✓	✓
Product S	✓	✓	✓	✓	✓
Product R	✓	✓	✓	✓	✓
Product Q	✓	✓	✓	✓	✓
Product P	✓	✓	✓	✓	✓
Product O	✓	✓	✓	✓	✓
Product N	✓	✓	✓	✓	✓
Product M	✓	✓	✓	✓	✓
Product L	✓	✓	✓	✓	✓
Product K	✓	✓	✓	✓	✓
Product J	✓	✓	✓	✓	✓
Product I	✓	✓	✓	✓	✓
Product H	✓	✓	✓	✓	✓
Product G	✓	✓	✓	✓	✓
Product F	✓	✓	✓	✓	✓
Product E	✓	✓	✓	✓	✓
Product D	✓	✓	✓	✓	✓
Product C	✓	✓	✓	✓	✓
Product B	✓	✓	✓	✓	✓
Product A	✓	✓	✓	✓	✓



PITCH - WORKSHOP

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See Canva & Day 4 Pitch PDFS

- Canva template:

<https://www.canva.com/design/DAFt9S82Hd8/iRXeSE19mJsMgLjpxdsRXQ/edit>



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Communication

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How can I communicate sustainability / circularity?



Connect to society's goals

Agenda 2030, any circularity goals for your country/region/company.

Show that and HOW you are part of the solution.



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How can I communicate sustainability / circularity?



Tell sunshine stories!

Link to all 3 aspects of sustainability when telling stories.

How does your solution add value for the economy, health, the environment, etc?



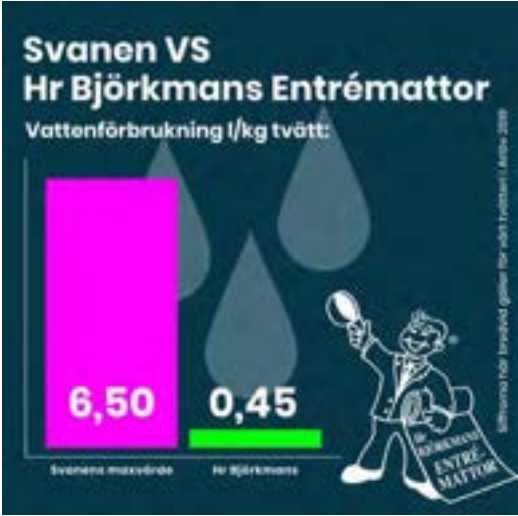
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How can I communicate sustainability / circularity?



Be as concrete as possible.

Can you measure the difference you are making?



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How can I communicate sustainability / circularity?

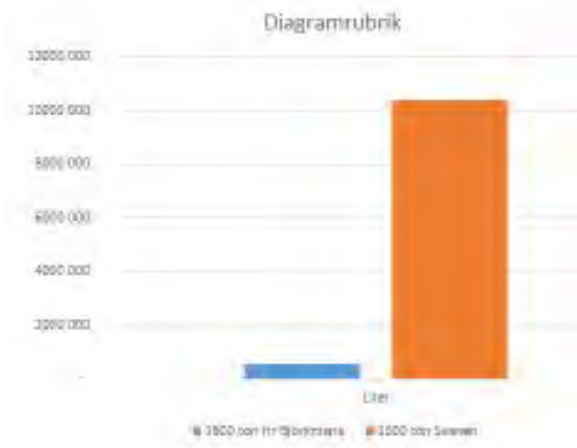


Visualize!

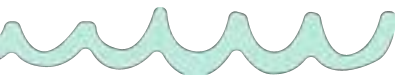
Try to give them a picture in their heads of what you are doing. Use symbols/colours - show how far we have come. Make it understandable!



Ex. We save 10 million litres of water for our municipality every year!



Motsvarar 4 st 50 meters basänger (4x2,5 milj liter)



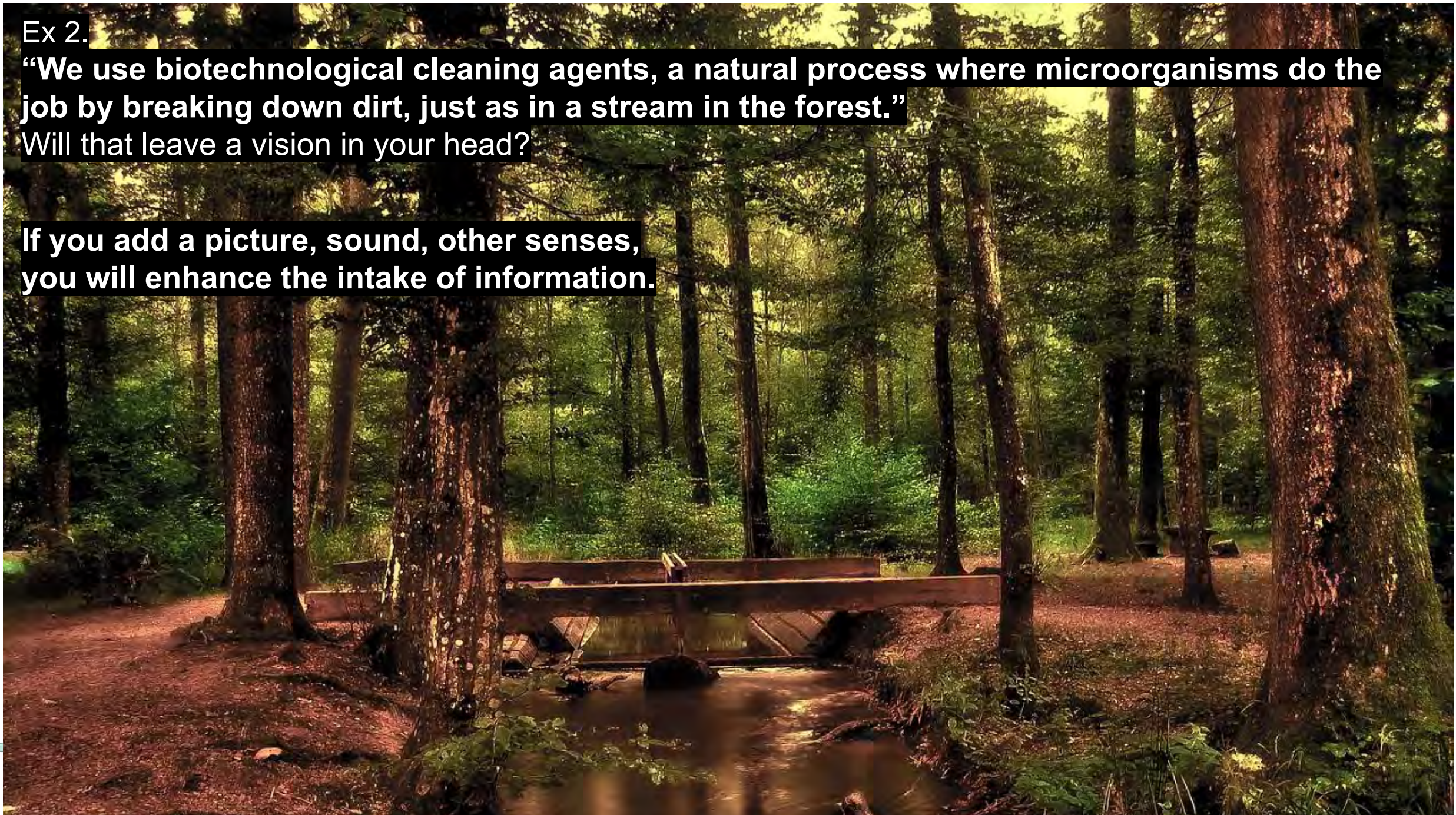
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Ex 2.

“We use biotechnological cleaning agents, a natural process where microorganisms do the job by breaking down dirt, just as in a stream in the forest.”

Will that leave a vision in your head?

**If you add a picture, sound, other senses,
you will enhance the intake of information.**



How can I communicate sustainability / circularity?



Connect to society's goals (Agenda 2030, any circularity goals for your country/region/company). Show that you are part of the solution.



Tell sunshine stories! Link to all 3 aspects of sustainability when telling stories. How does your solution add value for the economy, health, env, etc?



Be as concrete as possible. Can you measure the difference you are making?



Visualize! Try to give them a picture in their heads of what you are doing. Use symbols/colours - show how far we have come. Make it understandable!



Don't hide mistakes. Learn from them.
“We haven't come all the way but we have come this far”

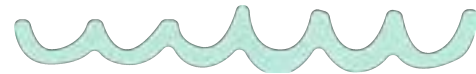


Reach out via media. Editorial stories usually stronger than advertising.



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GREENWASHING



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DIFFERENCE BETWEEN GREEN MARKETING AND GREENWASHING

There's a fine line between green marketing and greenwashing. Unlike greenwashing, green marketing is when companies sell products or services based on legitimate environmental positives.

Green marketing is generally practical, honest, and transparent, and it means that a product or service meets criterias for circularity

Transparency and corporate social responsibility



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TIPS ON HOW TO AVOID INADVERTENT GREENWASHING

1. **Make your claims clear and easy to understand**
2. **Back up your sustainability claims with data.**
3. **Compare apples to apples.**
4. **Clean up your operations.**
5. **Be honest about your brand's sustainability practices and plans.**
6. **Make sure images on ads and packaging are not misleading.**



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Interested in a marketing session?

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WHAT IS YOUR SOLUTION NOW?

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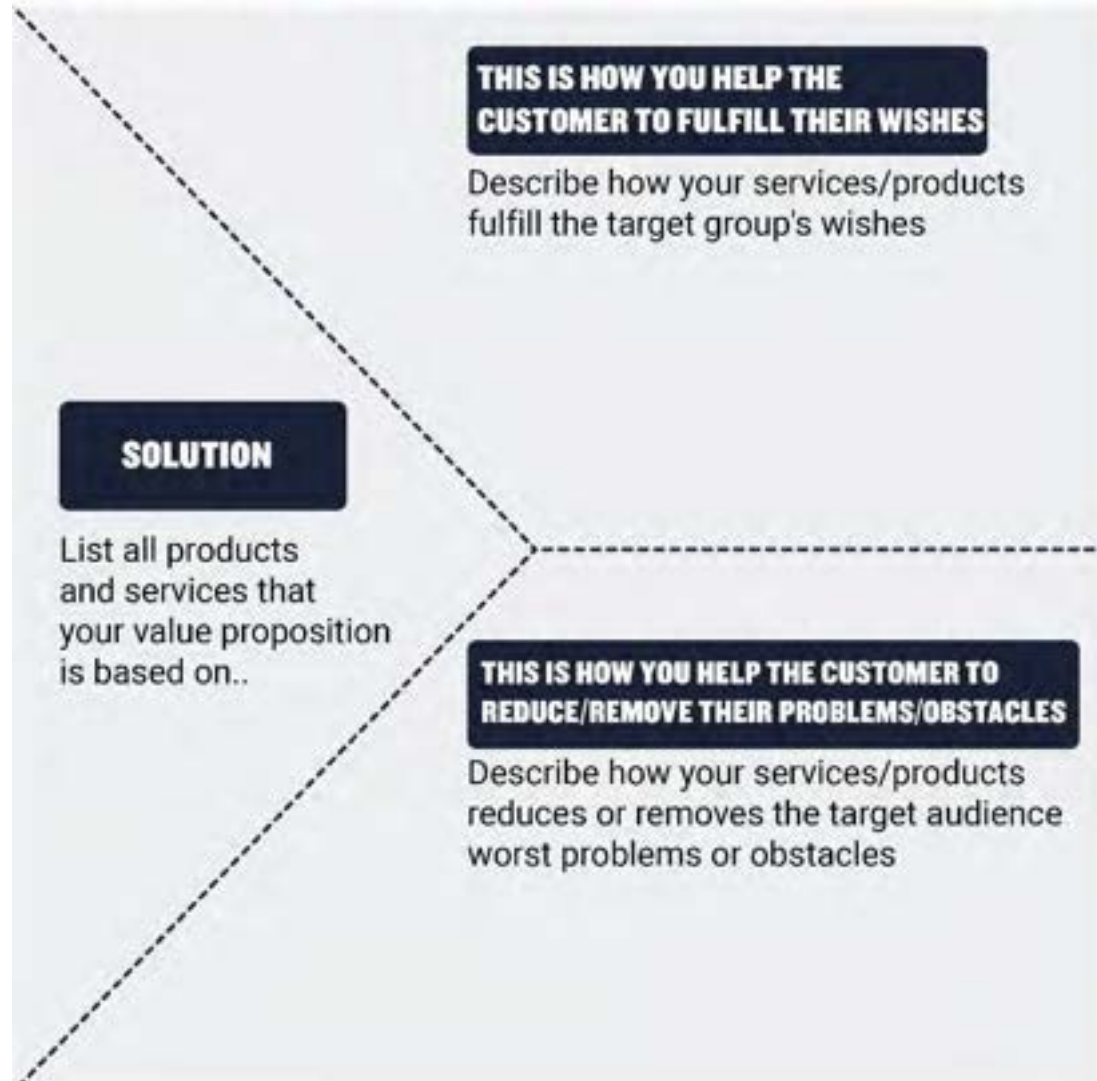


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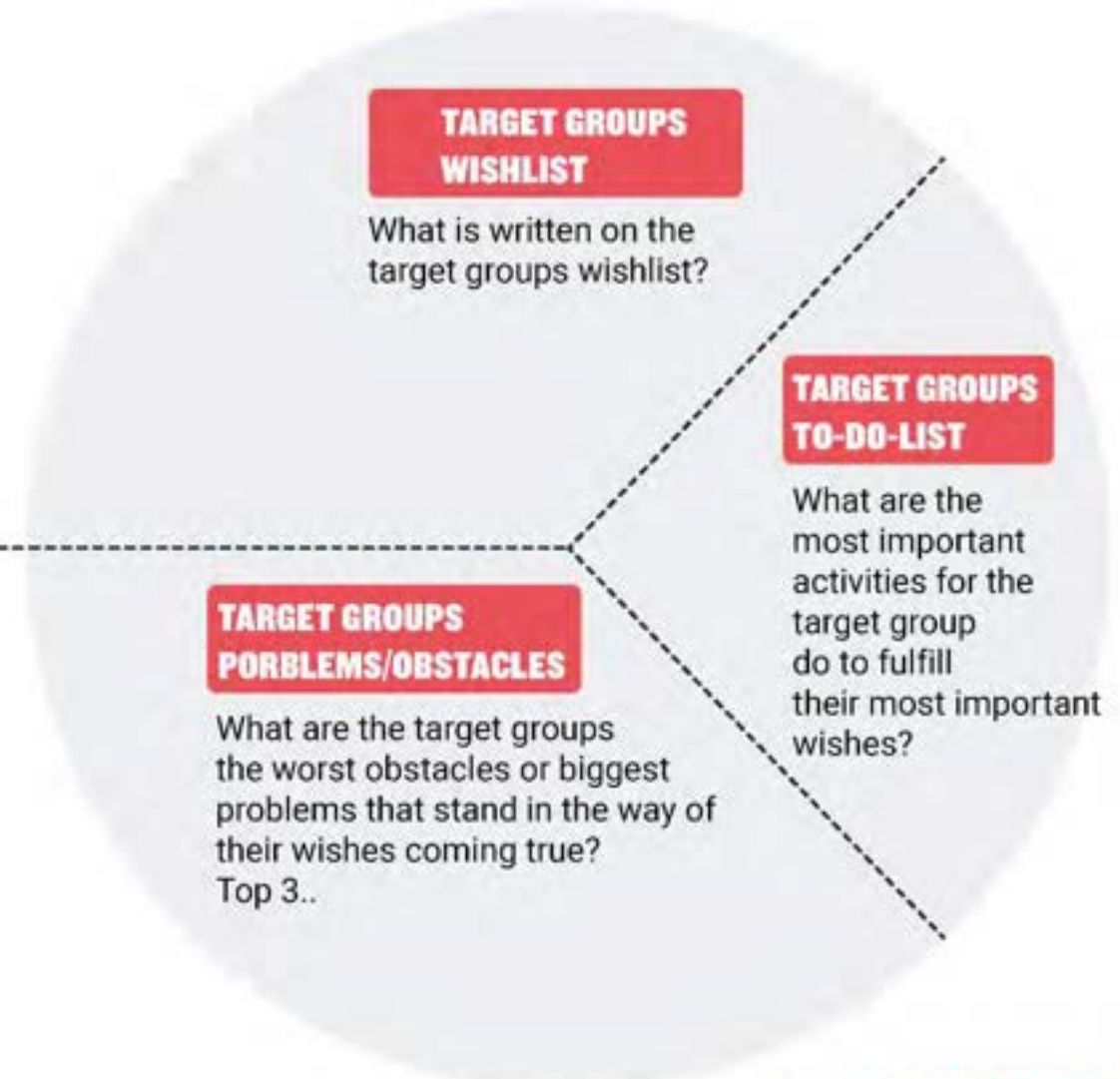
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VALUECREATOR

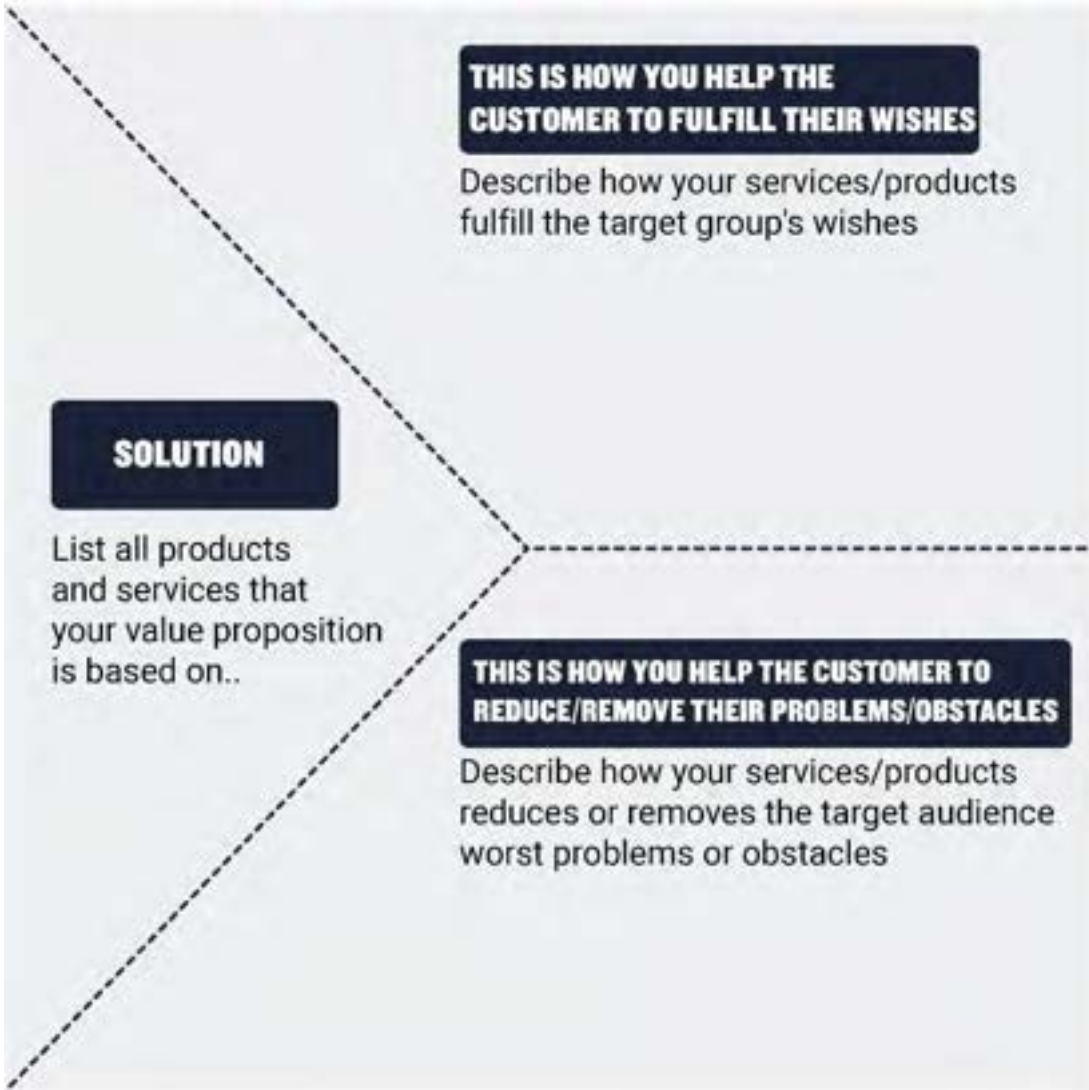


Need analysis



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VALUECREATOR

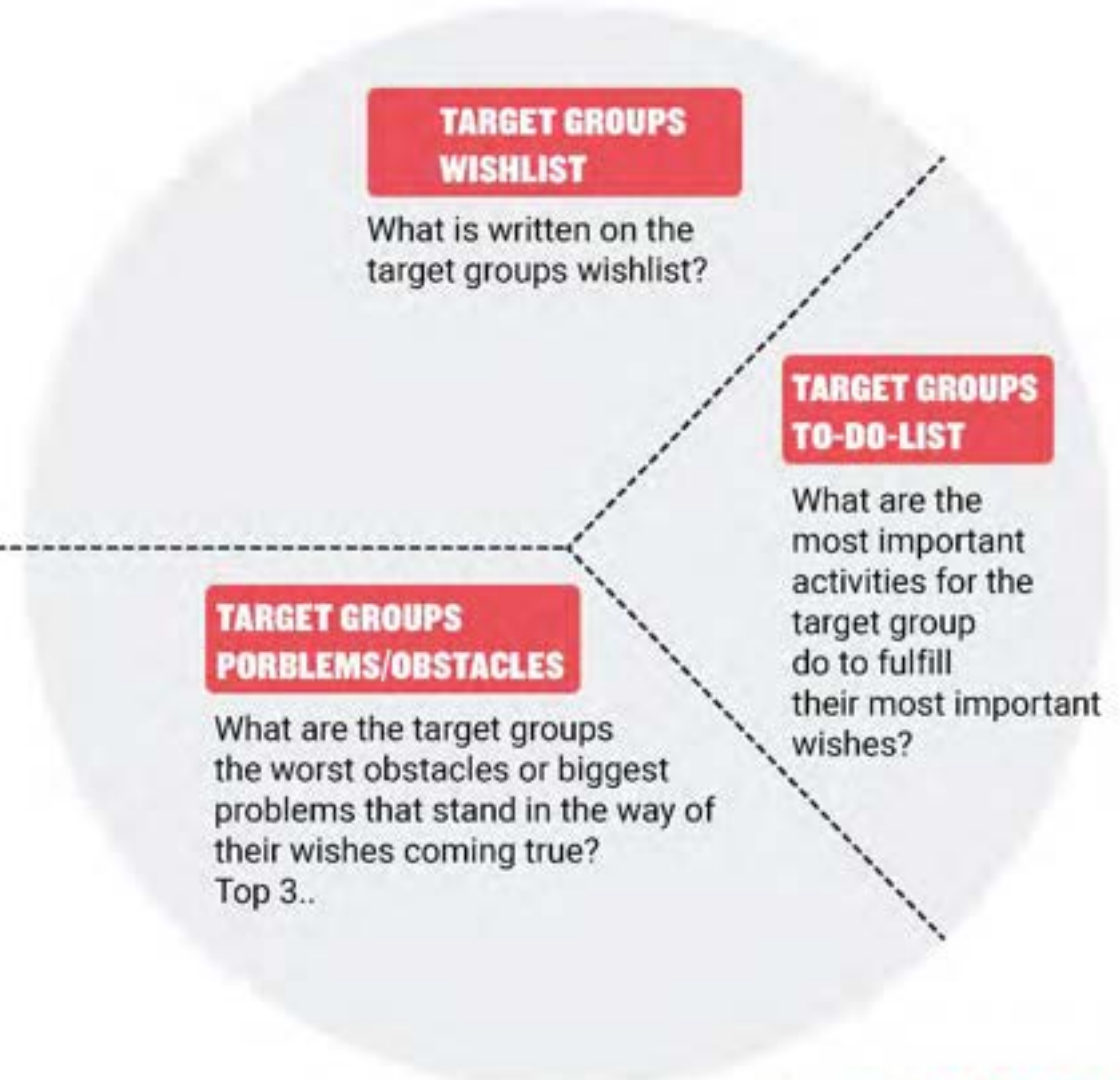
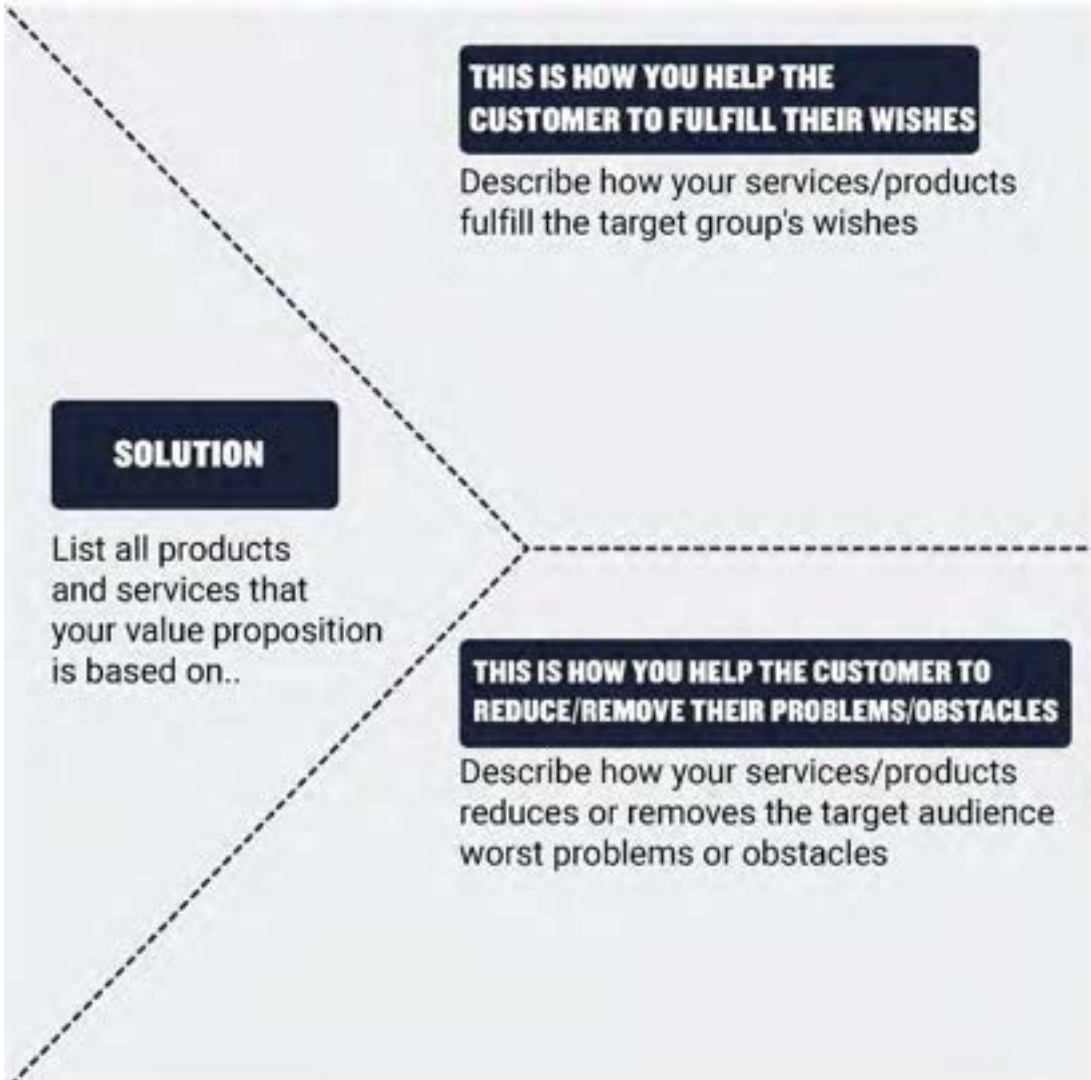


Need analysis

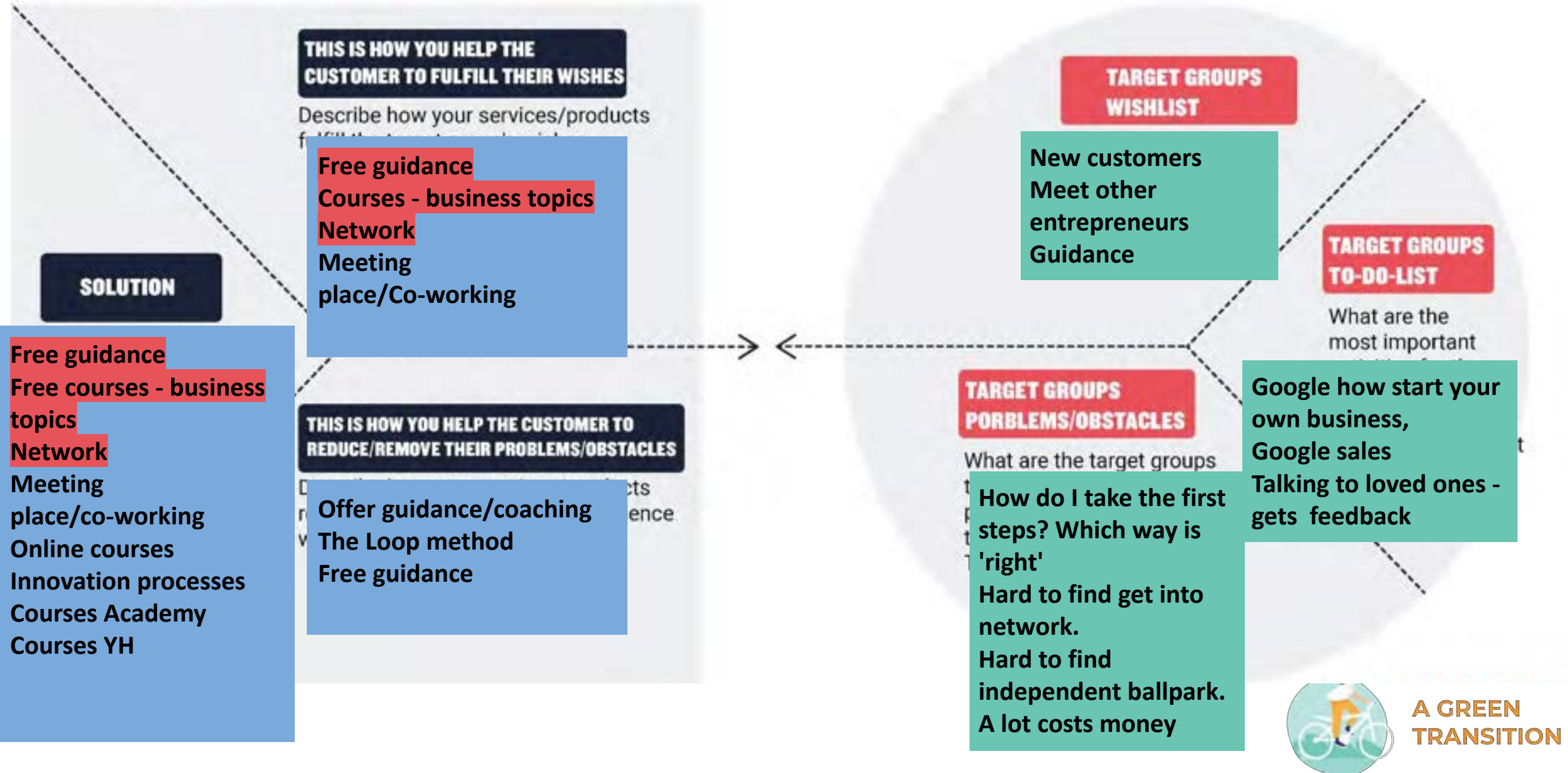


VALUECREATOR

Need analysis

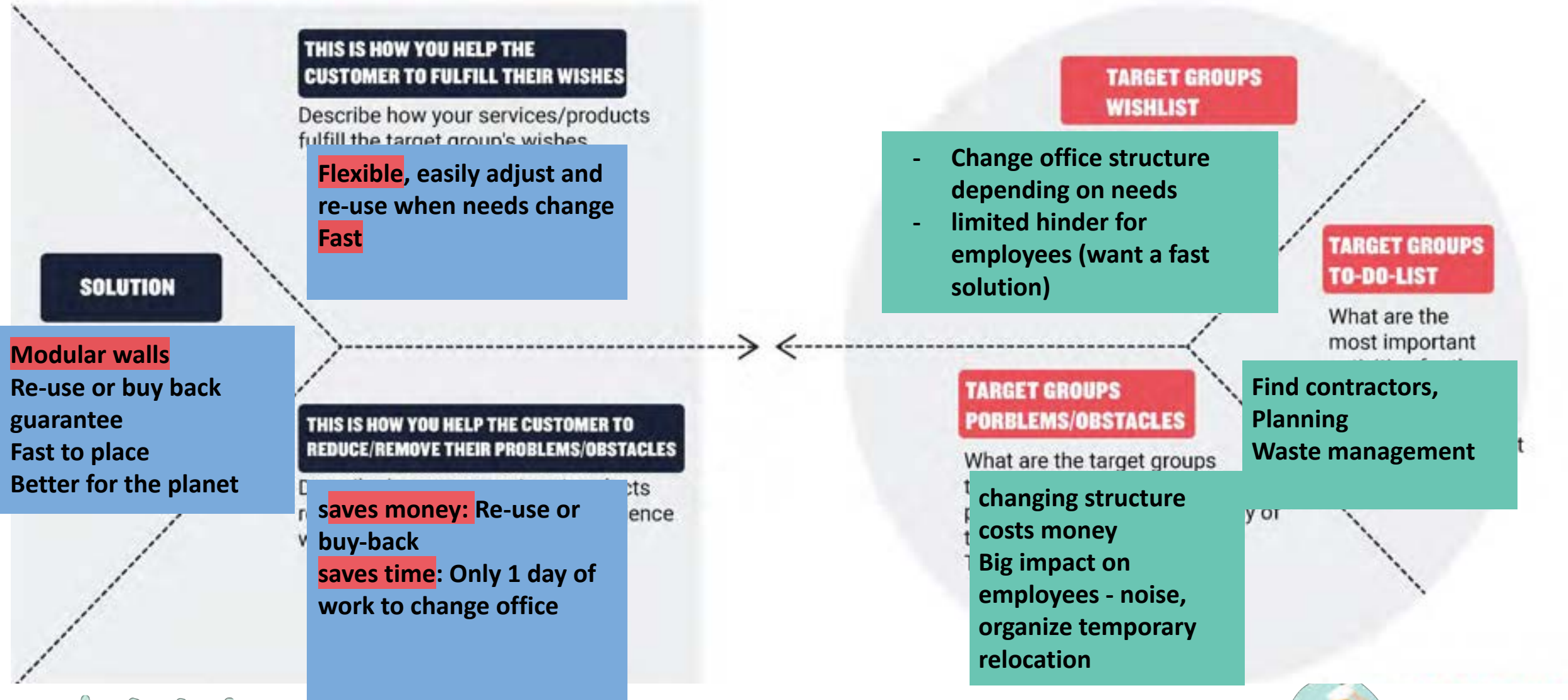


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VALUECREATOR

EX: JUUNOO - Modular walls



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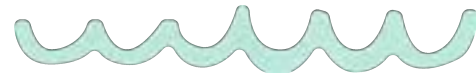
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TASK 1

What is your solution?
Finalize the left side of the value
creator



~30 minutes



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MVP/MVC



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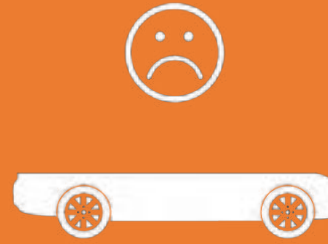
Purpose of the MVP/MVC

- To generate a maximum amount of learning and information from customers in the shortest time possible
- To avoid wasting resources on developing functions too early and perhaps totally unnecessarily
- You will receive valuable help when it comes to choosing the right direction for your idea.



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Not like this...



More like this..!



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WHAT IS A MVP/MVC?

- shows the customer that you have resolved at least one important problem
 - shows that the idea delivers at least one concrete customer value
 - the customer should be able to test and evaluate independently.
- A visual presentation of the idea that generates clearer and faster feedback



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Minimum Viable Product/Concept

MVP



**FINAL
PRODUCT**



- Focus on *learning*
- Makes your solution *tangible and visual*.
- **SHOW** how you solve a specific problem.
- *Loopa*, gain feedback.



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Do you know what was the MVP



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Matchmaking platform for waste streams



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Concretize & Clarify

- A big purpose/mission might need to be delimited.
- Focus on one clear, tangible and value creating (part of) solution.
- Loopa (investigate & validate) towards company and its customer.
- Visualize



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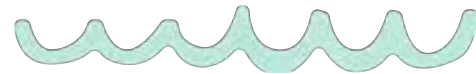
Ways of creating and testing your MVP/MVC

- Build a prototype of lego/paper/wood/clay etc.
- Create a landing page
- Test activity
- Explainer video/Slide deck that shows the functions or the flow
- A process map /Customer journey map
- Buy a small sortiment and let customer try it out
- On demand - ordering
- Crowdfunding
- Pop-up store



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What is your minimum viable product/concept?



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Circular procurement reverse logistics

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CREATE YOUR MVP/MVC & PITCH THE MVP/MVC UNTIL NEXT TIME

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Coaching sessions

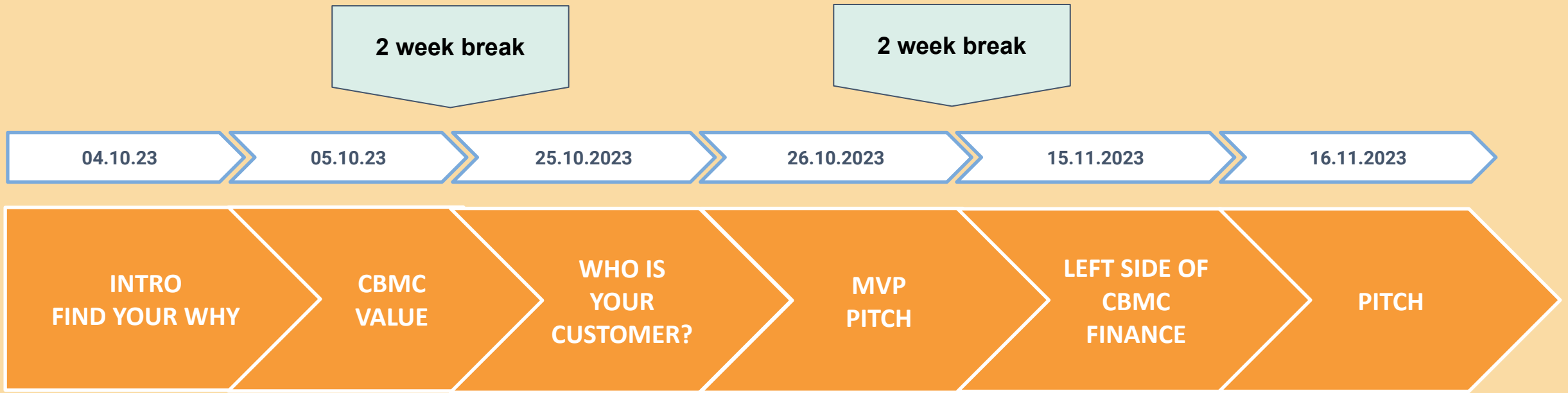
- Book individual sessions with coaches during the 2 week breaks
- 30 minute sessions
- Come prepared with questions
- Make sure your participant folder is updated - the coaches look at this and feedback on it



DAY 5

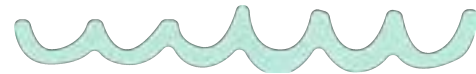
- morning:
 - CBMC left side
 - Key partners & Systems Thinking
 - info on logistics & fundings available
- afternoon:
 - Pitching circular ideas





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WHO ARE PITCHING TOMORROW?



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RECAP

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DAY 1

Day 1:
your
why?

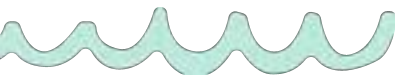
Day 1: Circular business models

Day 1: R-strategies

Strategic objective	Code	Strategy	Description
Maximize product use and manufacture	R1	Reduce	Reduce product complexity, standardize components or by offering the same function with multiple software products.
	R2	Rebuild	Make products more durable (e.g., through sharing, upgrades) or by providing more durable products or services.
	R3	Refurbish	Reduce efficiency in production processes or by increasing their output efficiency.
Extend lifespan of product and its parts	R4	Reuse	Use the same or similar components of discarded products which do not fit good conditions and offer to original function.
	R5	Repair	Repair and maintenance of discarded products so that they can be used with its original function.
	R6	Reformat	Reuse as-is or product and bring it up to date.
	R7	Remanufacture	Use parts of discarded products in a new product with its original function.
Extend useful life of materials	R8	Recycle	Reduce materials to derive the same high quality from less high quality.
	R9	Recovery	Recovery of material with its original function.

Circular Business Model Canvas

Day 1: SDG's

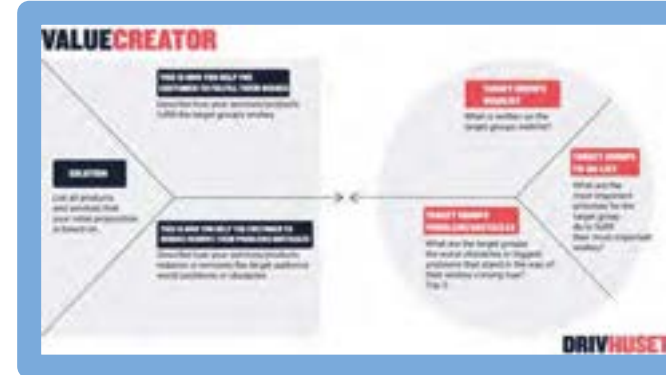


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Day 2: Opportunity Map



DAY 2



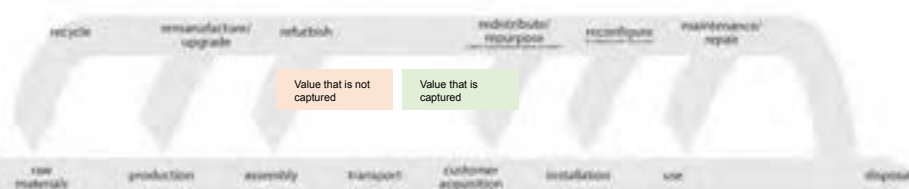
Day 2: value creator + think beyond customer value



Circular Business Model Canvas



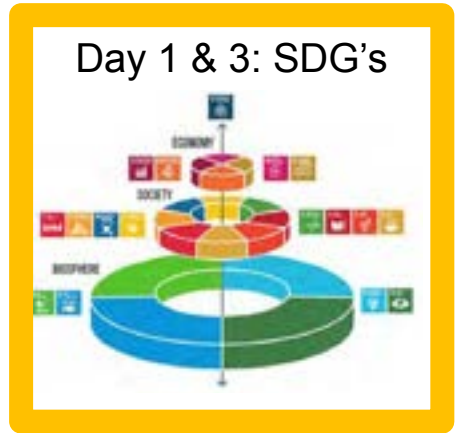
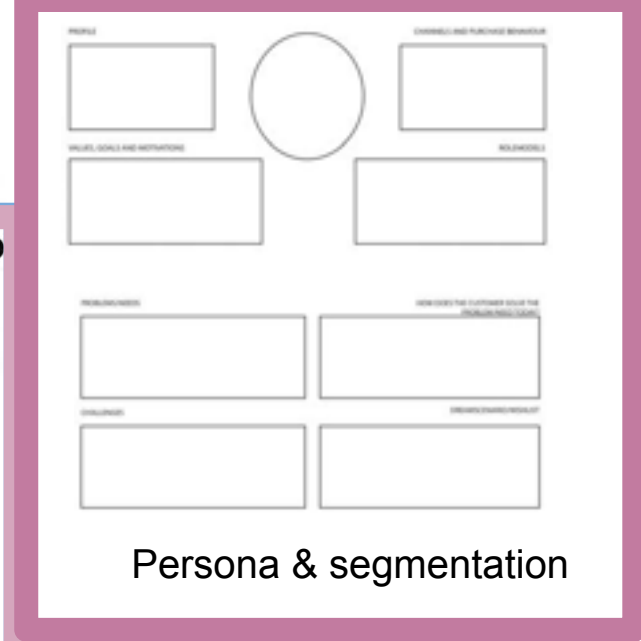
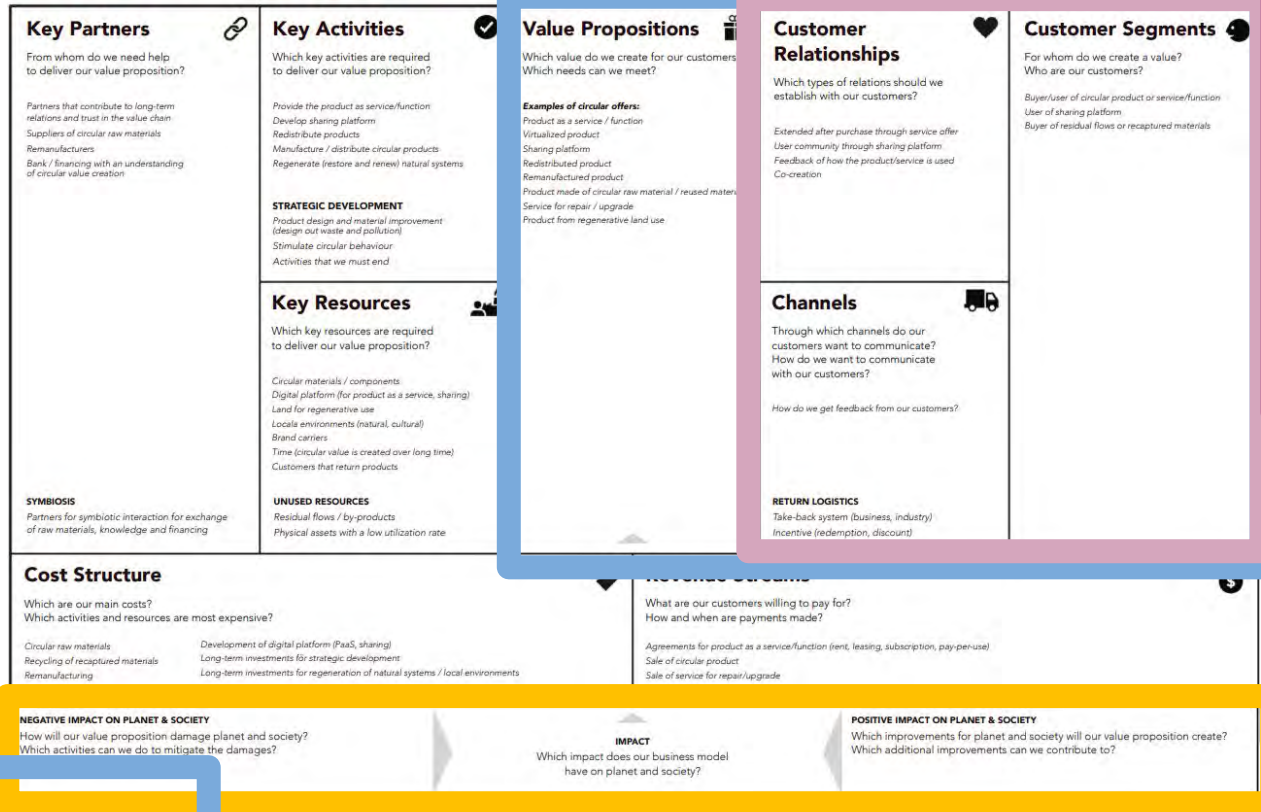
Day 2: circular value stream mapping



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DAY 3

Circular Business Model Canvas



Competition

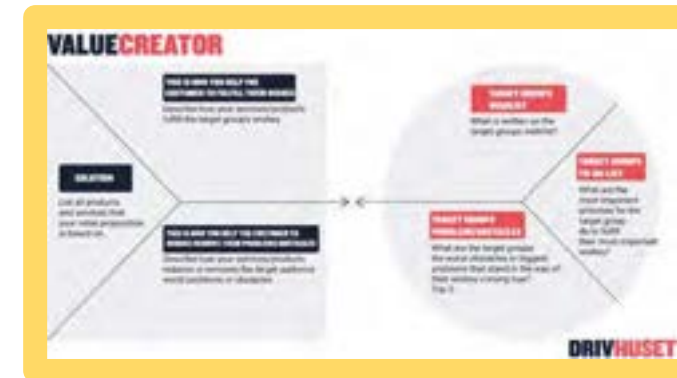
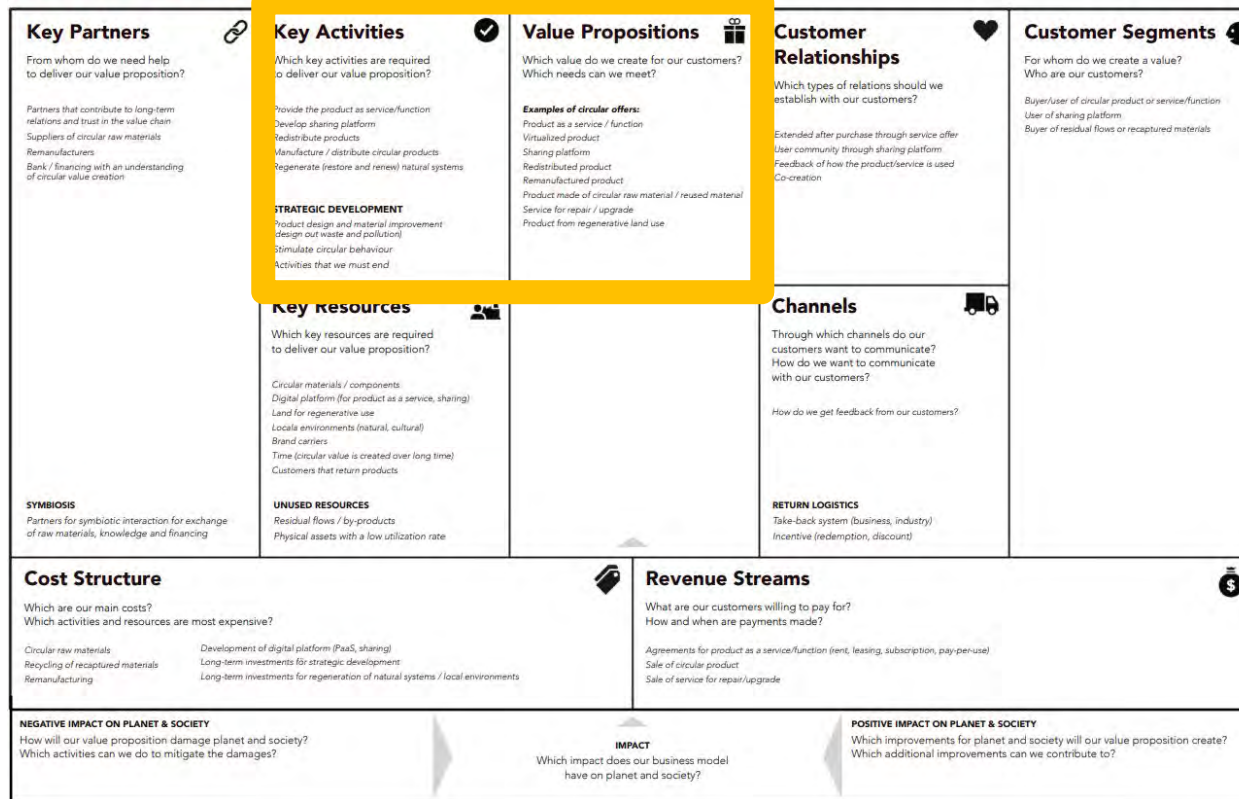
COMPETITIVE LANDSCAPE TEMPLATE

Product X	Key Resource	Channel	Customer Segment	Value Proposition	Key Activity
Product A	✓	✓	✓	✓	✓
Product B	✓	✓	✓	✓	✓
Product C	✓	✓	✓	✓	✓
Product D	✓	✓	✓	✓	✓
Product E	✓	✓	✓	✓	✓
Product F	✓	✓	✓	✓	✓
Product G	✓	✓	✓	✓	✓
Product H	✓	✓	✓	✓	✓



DAY 4

Circular Business Model Canvas



Left side of the value creator - what is your solution?

What is your MVP/MVC?



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HOMEWORK

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Circular Business Model Canvas

Key Partners

From whom do we need help to deliver our value proposition?

Partners that contribute to long-term relations and trust in the value chain
Suppliers of circular raw materials
Remanufacturers
Bank / financing with an understanding of circular value creation

SYMBIOSIS

Partners for symbiotic interaction for exchange of raw materials, knowledge and financing

Key Activities

Which key activities are required to deliver our value proposition?

Provide the product as service/function
Develop sharing platform
Redistribute products
Manufacture / distribute circular products
Regenerate (restore and renew) natural systems

STRATEGIC DEVELOPMENT

Product design and material improvement (design out waste and pollution)
Stimulate circular behaviour
Activities that we must end

Key Resources

Which key resources are required to deliver our value proposition?

Circular materials / components
Digital platform (for product as a service, sharing)
Land for regenerative use
Local environments (natural, cultural)
Brand carriers
Time (circular value is created over long time)
Customers that return products

UNUSED RESOURCES

Residual flows / by-products
Physical assets with a low utilization rate

Value Propositions

Which value do we create for our customers?
Which needs can we meet?

Examples of circular offers:

Product as a service / function
Virtualized product
Sharing platform
Redistributed product
Remanufactured product
Product made of circular raw material / reused material
Service for repair / upgrade
Product from regenerative land use

Customer Relationships

Which types of relations should we establish with our customers?

Extended after purchase through service offer
User community through sharing platform
Feedback of how the product/service is used
Co-creation

Channels

Through which channels do our customers want to communicate?
How do we want to communicate with our customers?

How do we get feedback from our customers?

RETURN LOGISTICS

Take-back system (business, industry)
Incentive (redemption, discount)

Customer Segments

For whom do we create a value?
Who are our customers?

Buyer/user of circular product or service/function
User of sharing platform
Buyer of residual flows or recaptured materials

Cost Structure

Which are our main costs?
Which activities and resources are most expensive?

Circular raw materials
Recycling of recaptured materials
Remanufacturing
Development of digital platform (PaaS, sharing)
Long-term investments for strategic development
Long-term investments for regeneration of natural systems / local environments

Revenue Streams

What are our customers willing to pay for?
How and when are payments made?

Agreements for product as a service/function (rent, leasing, subscription, pay-per-use)
Sale of circular product
Sale of service for repair/upgrade

NEGATIVE IMPACT ON PLANET & SOCIETY

How will our value proposition damage planet and society?
Which activities can we do to mitigate the damages?

IMPACT

Which impact does our business model have on planet and society?

POSITIVE IMPACT ON PLANET & SOCIETY

Which improvements for planet and society will our value proposition create?
Which additional improvements can we contribute to?

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Finances for climate transition

EU Circular Economy Action Plan (2020)

Green taxonomy

ESPR
Eco design for Sustainable Product Regulation & DRR - Digital Product Passports

CSRD
Corporate Sustainability Reporting Directive

Annual reports

ESRS
European Sustainability Reporting Standards



Key Activities / Key Resources

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Key Activities



Which key activities are required to deliver our value proposition?

- Provide the product as service/function*
- Develop sharing platform*
- Redistribute products*
- Manufacture / distribute circular products*
- Regenerate (restore and renew) natural systems*

STRATEGIC DEVELOPMENT

- Product design and material improvement (design out waste and pollution)*
- Stimulate circular behaviour*
- Activities that we must end*

Key Resources



Which key resources are required to deliver our value proposition?

- Circular materials / components*
- Digital platform (for product as a service, sharing)*
- Land for regenerative use*
- Local environments (natural, cultural)*
- Brand carriers*
- Time (circular value is created over long time)*
- Customers that return products*

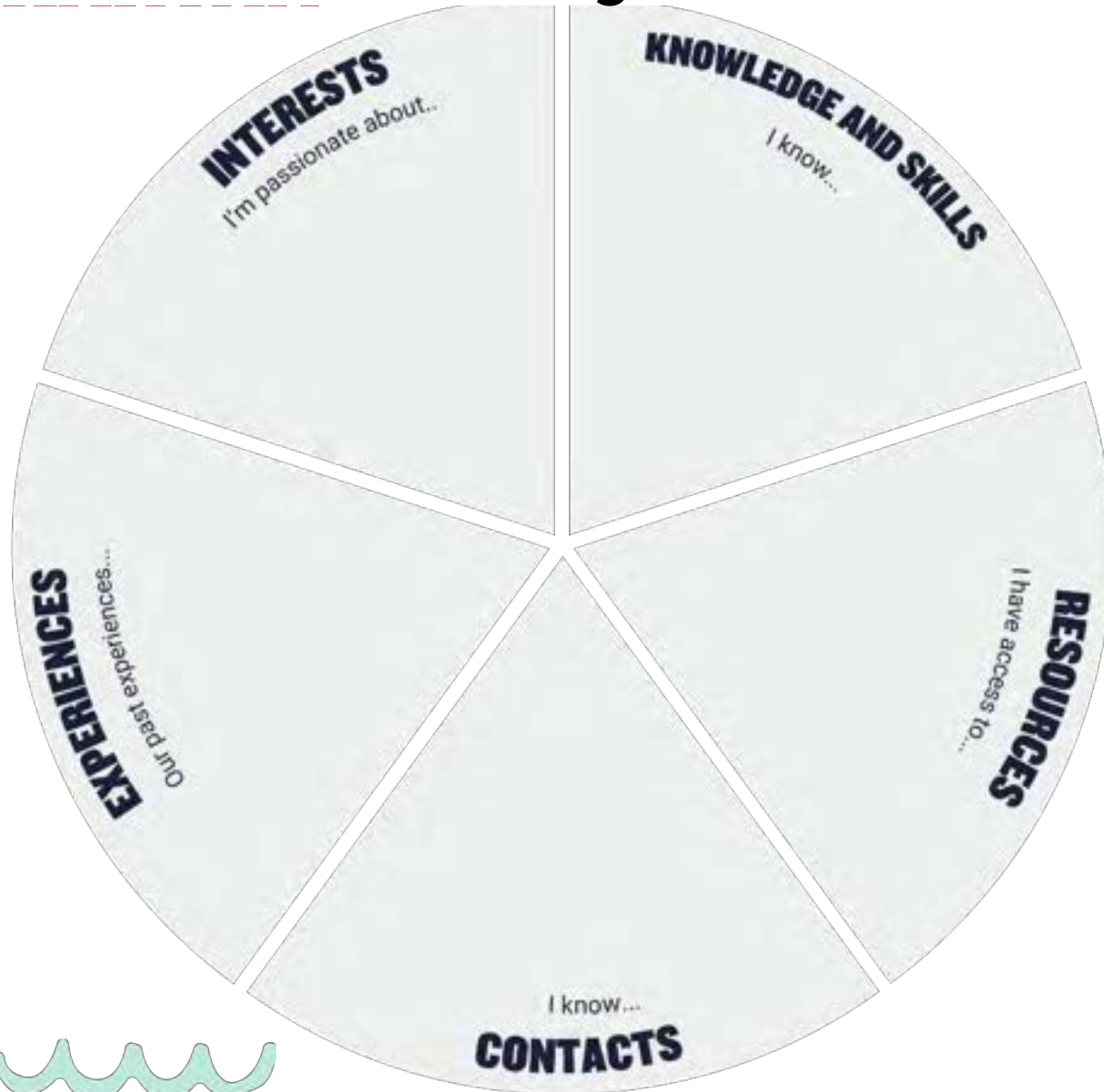
UNUSED RESOURCES

- Residual flows / by-products*
- Physical assets with a low utilization rate*



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Remember Day 2: OPPORTUNITY MAP

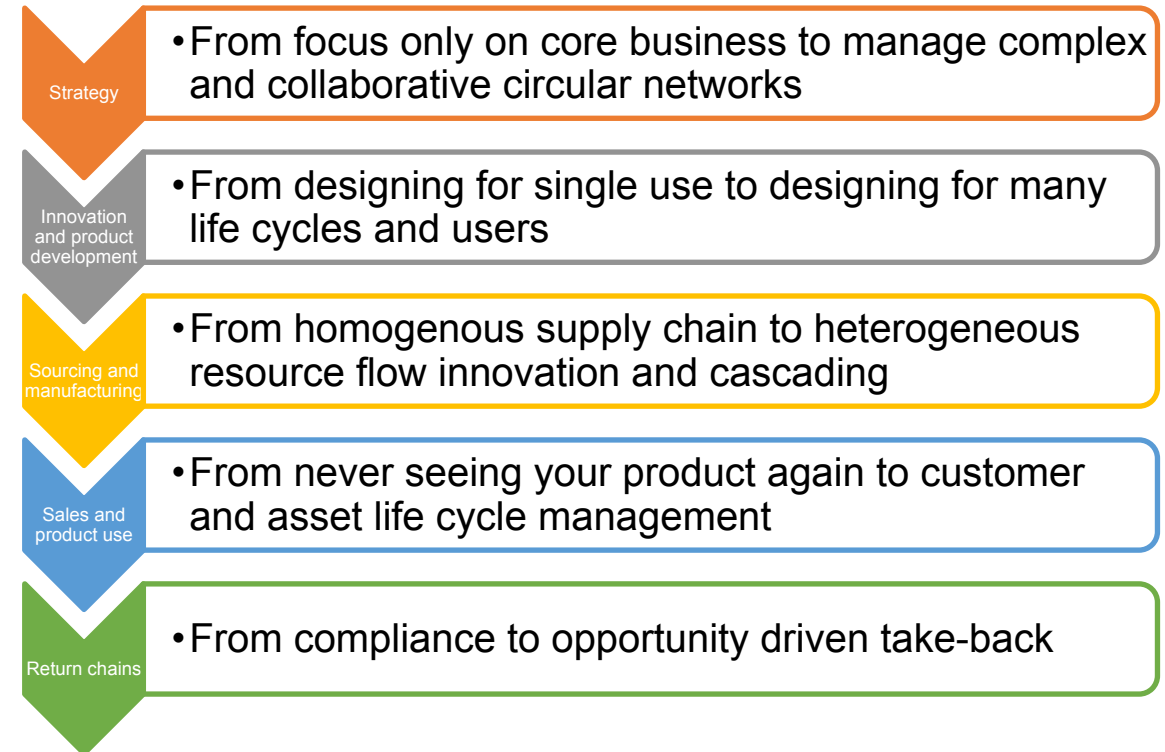
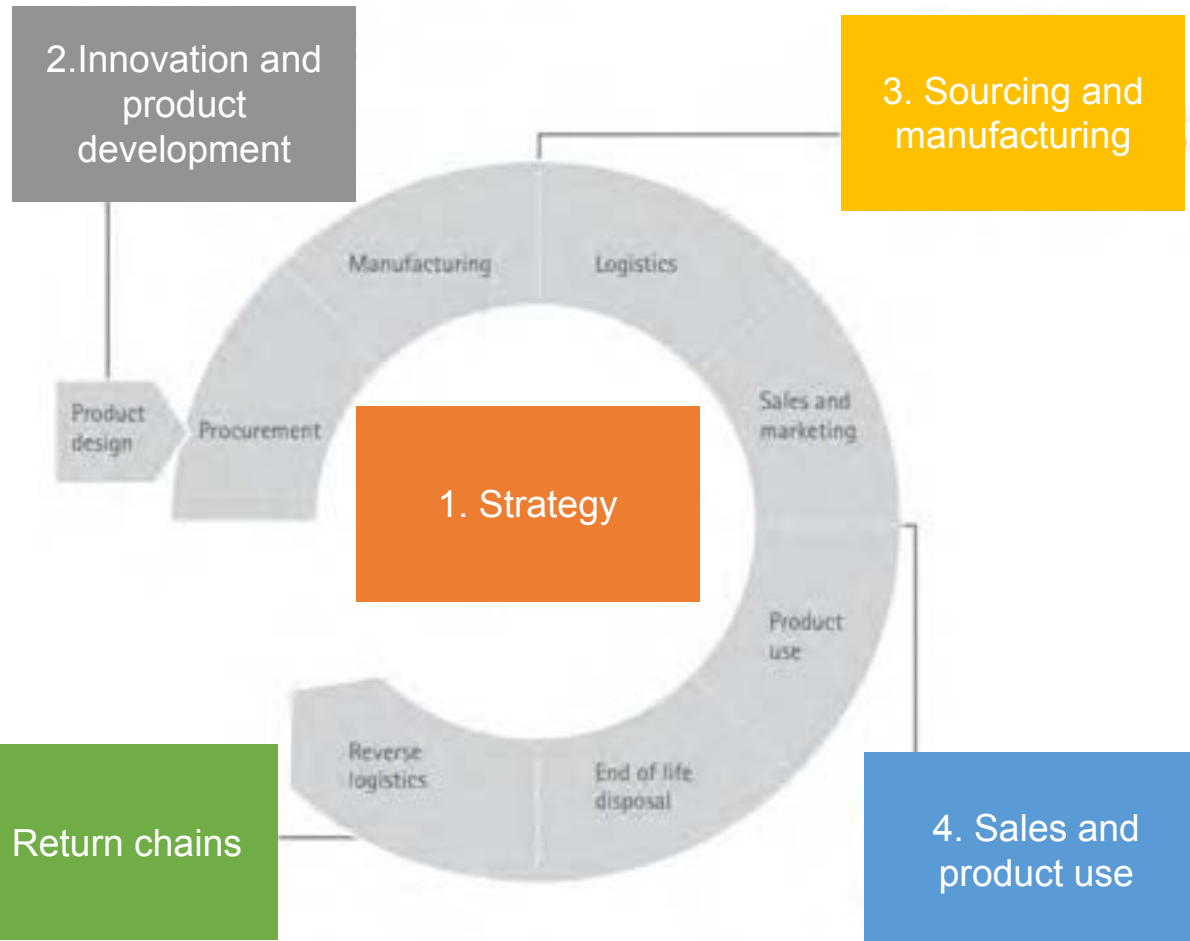


- anything you would fill in different in light of your current value proposition?
- what are you missing to deliver your value proposition?
- what do you need to find elsewhere / still develop /... ?



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impact of shifting to a circular business model



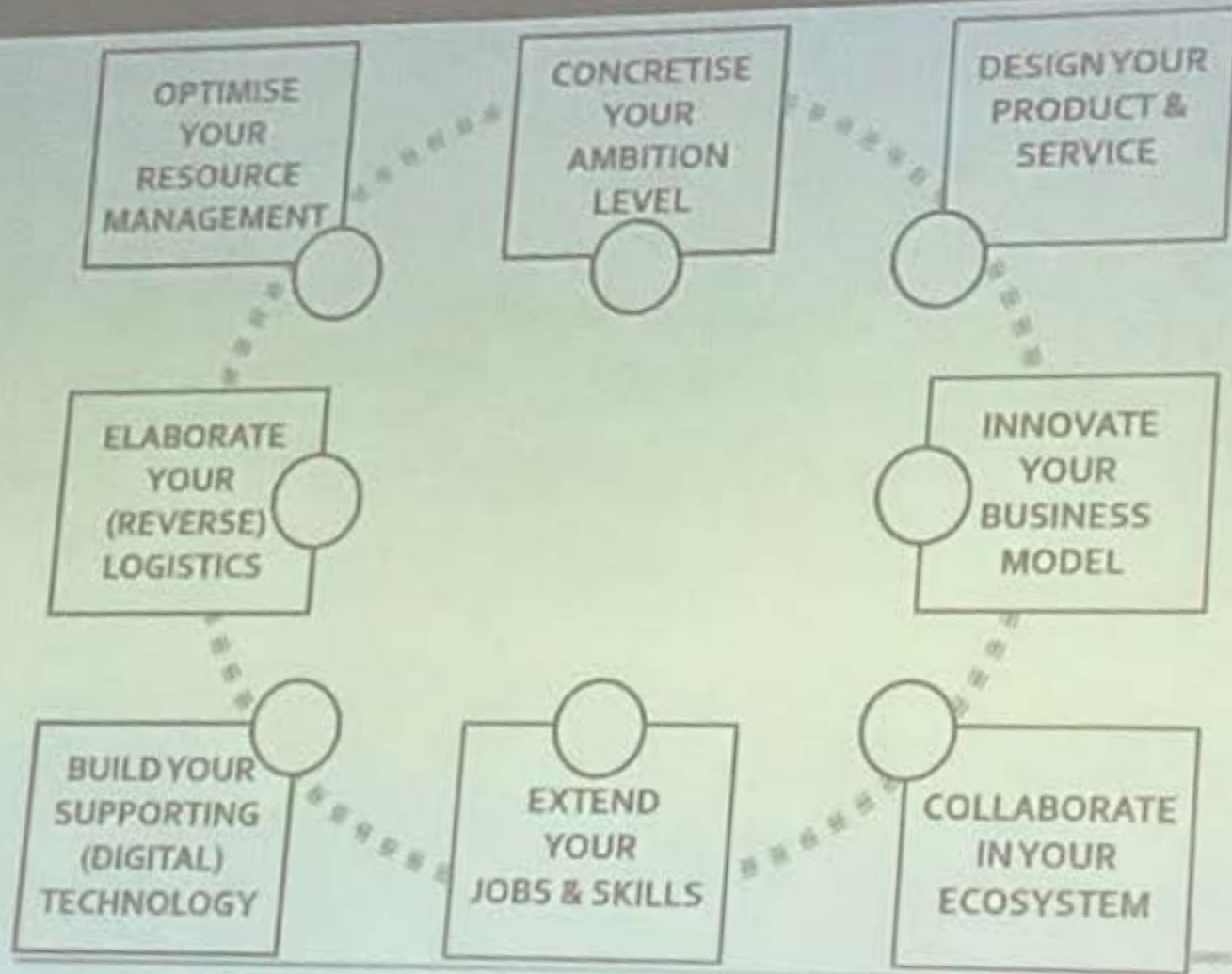
Note: Don't underestimate:

- need for: INVENTORY + STORAGE space
- Complexity of LOGISTICS

Source: Accenture, 2014



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- wide scope of where you can do things to go more circular
- difficult to do all at once
- prioritize where you start

*credits to Sirris



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GUIDE CIRCULAR SOURCING/LOGISTICS/SUPPLY CHAIN -> see common folder - guides

- Definitions sourcing, supply chain, logistics, purchasing
- Value chain definition
- The linear supply chain
- The circular supply chain

- Core capabilities shift needed when going to a circular supply chain

- Material passport
- Circular procurement/purchasing
- Reverse logistics

- Visualization of circular value stream - example
- Sustainability reporting and info needed from suppliers



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PaaS design guide (PaaS - Product as a Service)



Methodological guide: PaaS design toolkit

Federal Public Service Health, Food Chain Safety and Environment
September 2023



Profoundly different

- see guides folder on the common drive
- nice link with business model thinking
- includes pricing models
- finance challenges



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Make a (project) plan

- visualize what you need to do and when
- cut it up in pieces
- make priorities

Make link to financial plan:

- what do you already have (and will not cost you extra?)
- what do you need extra - > how much will it cost and when will the cost occur?



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How to build a business case

- see guides folder



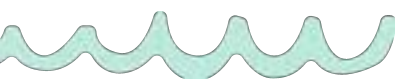
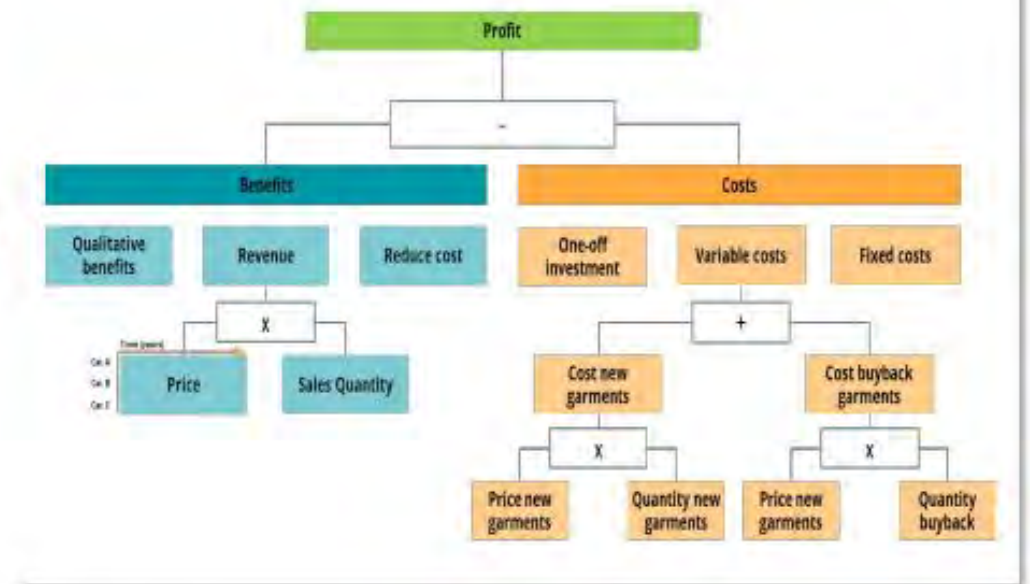
STEP 2 - DEFINE ASSUMPTIONS

1. Make assumptions **explicit and note the source**.
2. Use a **profit tree** to define assumptions per driver (below drivers are more tailored towards a resale business case. For an overview of rental financial

- Benefits
 - Qualitative benefits
 - Revenue
 - Cost reduction
- Costs
 - Of off investment
 - Variable costs
 - Fixed costs

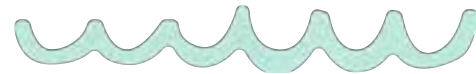
3. Use your **customer journey and the impact on your value chain** to check completeness
4. Plot investments on a **roadmap** to determine the timing

THE CIRCULAR TOOLBOX



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FINANCING/FUNDING



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Financing Circular businesses

- Financers increasingly aware of the need the circular transition
- but still a lack of understanding
- need for awareness of the:
 - risks if we do not make the transition
 - returns of making the circular transition



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Financing Circular businesses

- what types of financing could you think of?



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3 types of financing

Participation (Equity)

- capital is provided in exchange for a participation in the company
- (part of the ownership)
- Participation is therefore a form of equity

Loans (debt)

- Debt financing is provided in the form of a loan that is repaid in instalments or in full, including
- examples:
 - crowdfunding
 - leasing finance
 - impact loans

Public funding

- various policy instruments that can (financially) support the transition to the circular economy.
- indirect financing:
fiscal instruments / subsidies / purchasing policy
- direct financing:
guantees / loans / participation





GOUVERNEMENT

*Liberté
Égalité
Fraternité*

French Ministry of Ecological Transition and Territorial Cohesion

Ministère de la Transition écologique et de la
Cohésion des territoires

Ministère de la Transition énergétique

The crowdfunding label

Many projects in favor of the ecological transition can be financed by crowdfunding, whether they are carried out:

Individuals,
Associations,
Companies ,
Local authorities.



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Right funding in the right situation

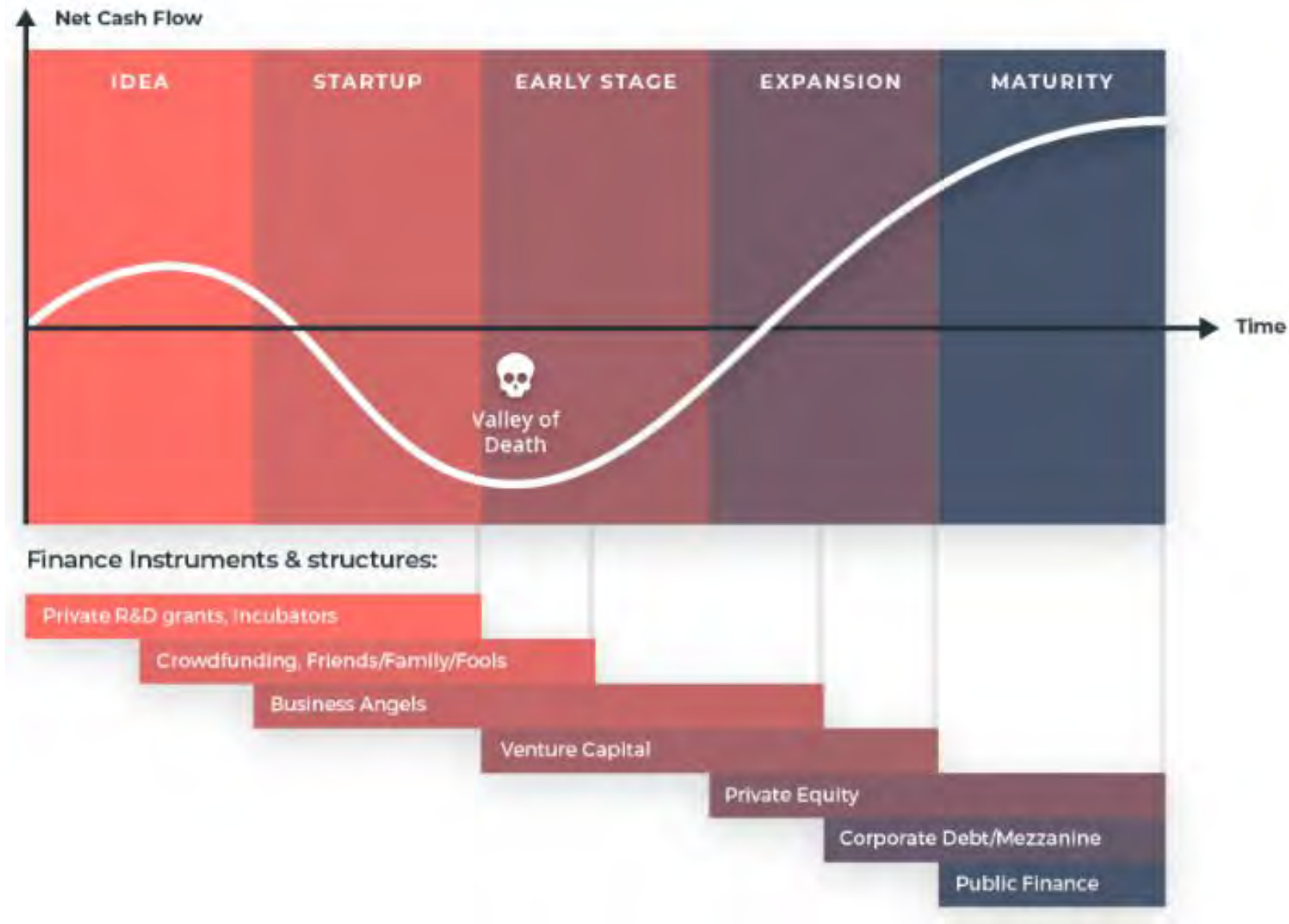


Figure 1: Financial instruments and structures (Achterberg and Van Tilburg, 2016).



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different financial risk of circular business

- Financial flows that change
 - Longer payback period, more working capital needed
 - but also more collateral available
- Dependence that increases
 - impact if one partner unable to supply?
 - dependency on customers (can they pay longer for the service? do they take care of the product?)
- risks that become more complex
 - pioneering + increased dependency -> accounting and legal challenges/costs

Due to a lack of understanding financiers might see a circular business as more risky



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European funding



link: [Horizon Europe \(europea.eu\)](https://europea.eu)

Horizon Europe is the EU's key funding programme for research and innovation with a budget of €95.5 billion EN ***.

It tackles climate change, helps to achieve the UN's Sustainable Development Goals and boosts the EU's competitiveness and growth.

The programme facilitates collaboration and strengthens the impact of research and innovation in developing, supporting and implementing EU policies while tackling global challenges. It supports creating and better dispersing of excellent knowledge and technologies.

It creates jobs, fully engages the EU's talent pool, boosts economic growth, promotes industrial competitiveness and optimises investment impact within a strengthened European Research Area.

Legal entities from the EU and associated countries can participate.



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European funding



ECBF
European Circular Bioeconomy Fund

link: [ECBF](#)

As the first private venture capital impact fund exclusively dedicated to the (circular-) bioeconomy, ECBF aims to catalyze the transition towards a sustainable future.

Together with passionate and visionary entrepreneurs, we speed up the shift from a fossil-based to a circular bio-based economy and contribute to achieving the European Green Deal goals to make Europe climate neutral by 2050.

For this purpose, we build pan-European market leaders by investing EUR 300m in growth-stage companies with high potential for innovation, favorable returns, and sustainable impact. In syndicates with private and public investors, we are offering flexible financing tools from equity to mezzanine.

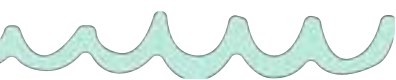
European funding

European
Innovation
Council



link: [European Innovation Council
\(europa.eu\)](https://european-innovation-council.europa.eu/)

The European Innovation Council (EIC) has been established under the EU **Horizon Europe** programme. It has a budget of €10.1 billion to support game changing innovations throughout the lifecycle from early stage research, to proof of concept, technology transfer, and the financing and scale up of start-ups and SMEs.



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Country profiles

Where to find them?

- **Common folder** → **Country profiles**

https://drive.google.com/file/d/1T03cX74Y71Nvx-wLXQFmhjXp4oxIX9AX/view?usp=drive_link



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EU funded project to make circular companies in execution phase investment ready

<https://www.circularinvest.eu/>

**circular
invest**

About

Services ▾

News

Applications

Community
of practice

FAQ

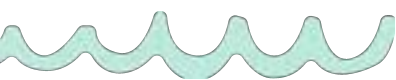
SIGN IN

APPLY NOW

CIRCULARINVEST

Shaping the next generation of investment-ready circular economy projects

Apply now to receive free support to make your project investment-ready and find interested investors



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Key Partners

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SYSTEMS THINKING

Way of making sense of the complexity of the world by looking at it in terms of wholes and relationships rather than by splitting it down into its parts*

Linear Thinking

- Cause - Effect
- A solution is available
- Predictable
- Control
- Partners: Transactional



Systems Thinking

- Continuous interaction / looping
- No fixed solution
- Uncertainty
- No control
- Partners: Long term relationships

* https://en.wikipedia.org/wiki/Systems_thinking

Want to know more: [Systems and the circular economy \(ellenmacarthurfoundation.org\)](https://ellenmacarthurfoundation.org)



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CENTER OF SYMBIOSIS

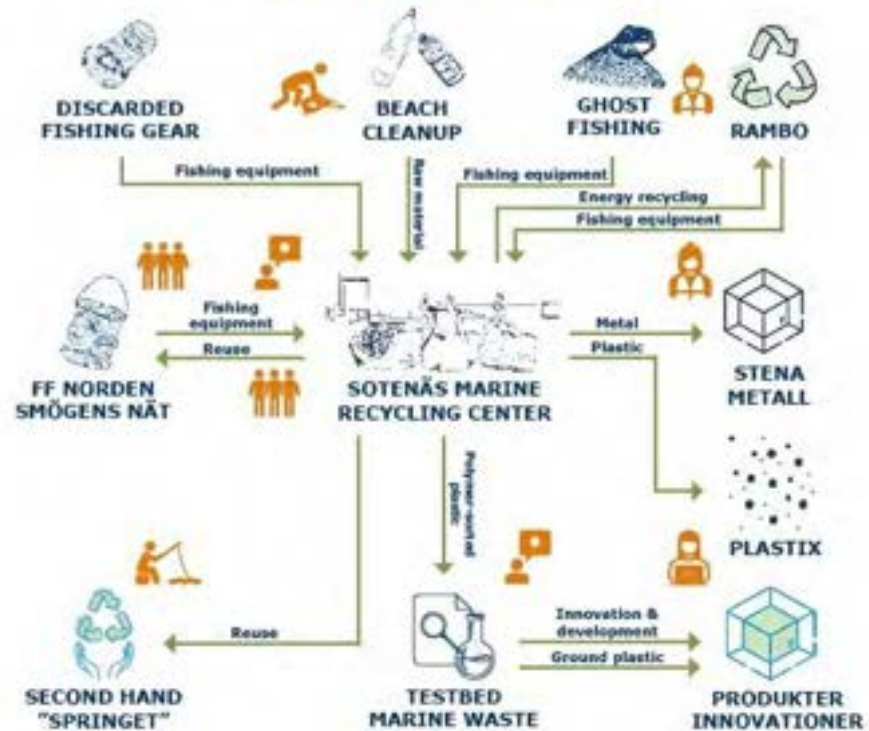
KNOW HOW - FACILITATOR - KATALYSATOR



SOTENÄS SYMBIOSIS NETWORK



SOTENÄS MARINE RECYCLING CENTER



Question

- Which partners do you need?
- Are they more transactional or more long-term relationships?

Partner	Value contribution	Strategic fit	Status
Partner1	xxxxxxxxxxxxxxxxxxxxxx	xxxxxxxxxxxxxxxxxxxxxx	Agreed
Partner2	xxxxxxxxxxxxxxxxxxxxxx	xxxxxxxxxxxxxxxxxxxxxx	Contacting

Identify partners that will be needed in order to achieving the mission, especially in term of competency need.

Explain what value that each partner bring to the partnership. What is unique contribution derive from each partner? Are they highly competent, experienced, connected? Why do your social enterprise need them.

Why will they need or want to work with you? Do your mission/activities fit with theirs? What is the value your social enterprise have for each of them? What is the synergy between you and them?

Describe the status of partnership. Did you contact them? Did they agree to work as partner? Do you have their management support?



What happens next?

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CIBIP Alumni

- Group sessions with specific topics
- Networking sessions “Speed-dating” with previous participants
- Inspirational events with specific topics
- Join the Startup migrants alumni



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Prepare & discuss Pitch

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Pitch schedule

13.00 - 13.10 Welcome everyone

13.10 - 13.20 Xavier Kindermans

13.20 - 13.30 Jonatan Rosman

13.30 - 13.40 Sasha Faminoff

13.40 - 13.50 Erik van Ryssen

13.50 - 14.00 Break

14.00 - 14.10 Anette Sandén

14.10 - 14.20 Beatrice Cosemans

14.20 - 14.30 Sönke Jessen

14.30 - 14.40

14.40 - 14.50 Saleh Moniri ?

14.50 - 15.00 Break

15.00 - 15.10

15.10 - 15.20 Mariann Andreasson ?

15.20 - 15.30 Filmon Tesfatsion ?



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- Prepare pitch until 2.30pm
- Practice pitch in break-out rooms

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