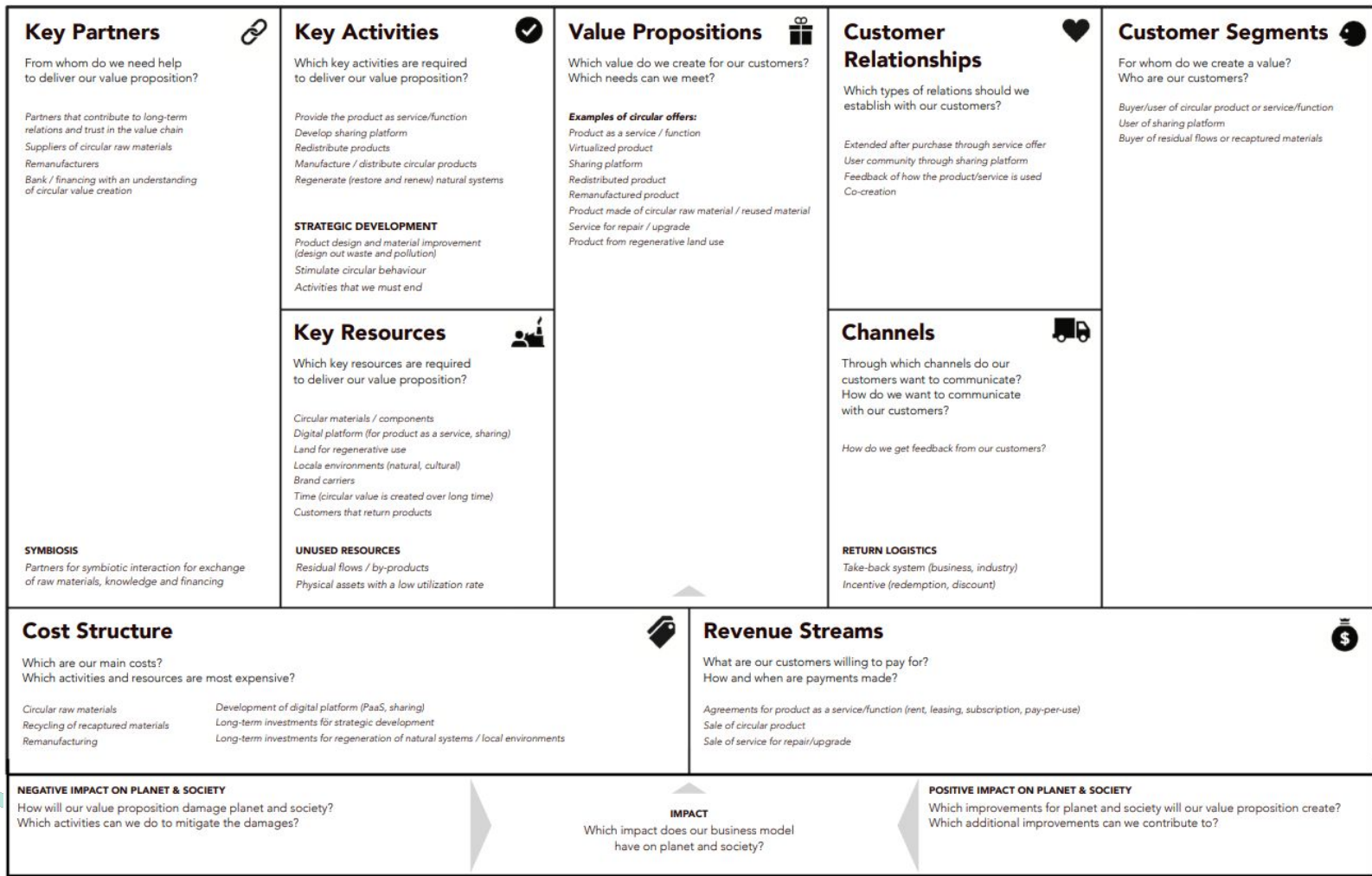


GUIDE:

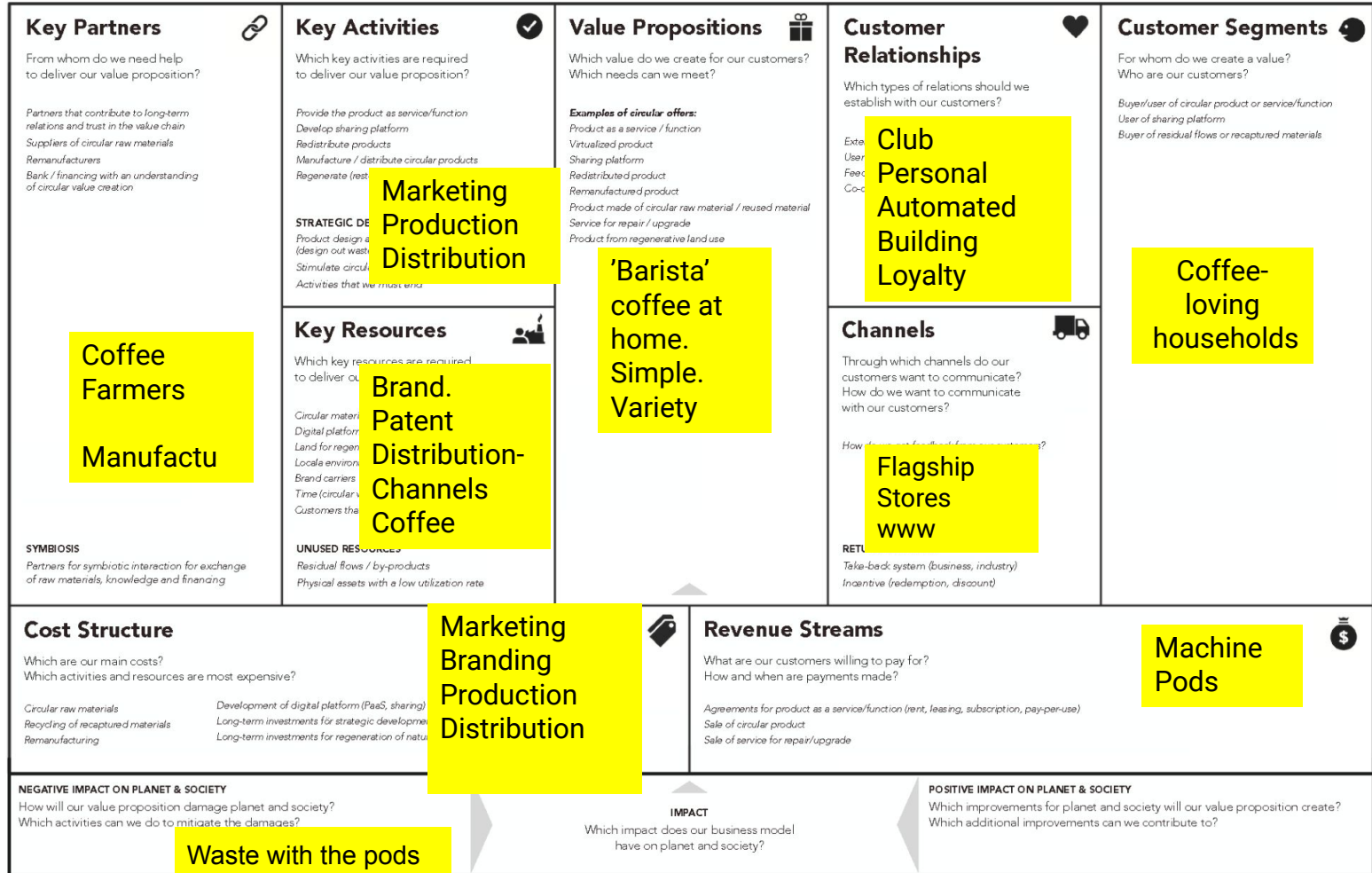
CIRCULAR BUSINESS
MODEL CANVAS



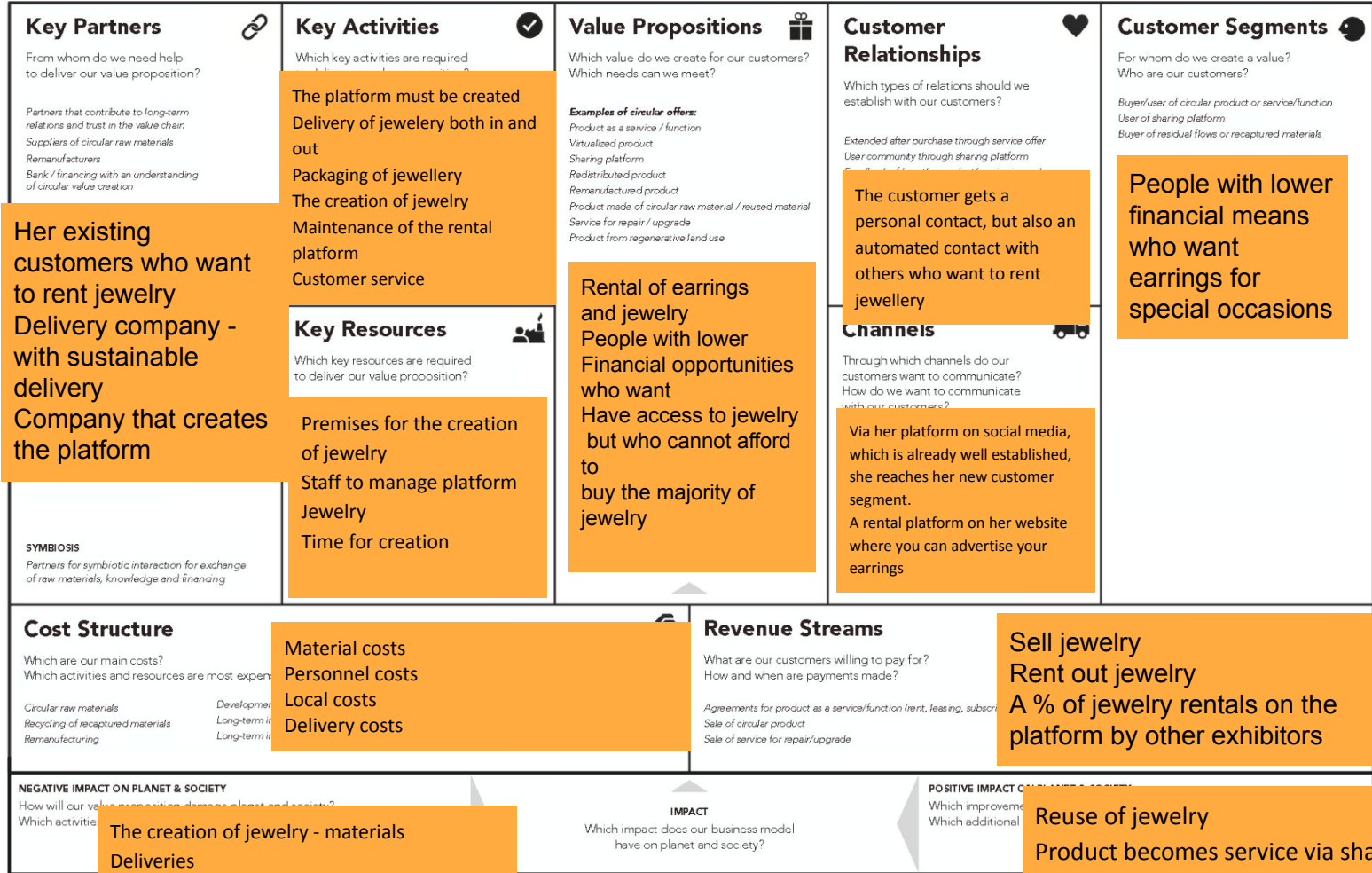
Circular Business Model Canvas



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Circular Business Model Canvas



CUSTOMER SEGMENT

For whom do we create value? Who are our most important customers?

Examples:

- Mass market.
- Niche market.
- Segmented market.
- Diversified market.
- Multi-sided platform.

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

CUSTOMER SEGMENT

- The core of everything
- One or more
- Never "everyone"
- Clear customer segments create insights into customer needs

Target customers	Quality-conscious customers (1)	Cost-conscious customers (1)	Green customers (2)	B2B customers (4)	B2C suppliers (1)	B2B suppliers (2)	C2C suppliers (1)
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VALUE PROPOSITION

What value do we deliver to the customer? Which customer problems do we help to resolve? Which customer needs do we meet? Which combinations of products and services do we offer to each customer segment?

Examples:

- Innovation.
- Functionality.
- Customisation.
- Resolving a customer problem.
- Design.
- Trademark/status.
- Price.
- Cost reduction.
- Risk reduction.
- Availability.
- Convenience/usefulness.

VALUE PROPOSITION

- Creates value for a specific customer segment
- The reason why your customers choose you
- Solves a problem or meets a need
- Package of benefits

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

Value proposition	Products	Repaired, refurbished, remanufactured, or recycled products (3)		Reusable or recyclable products (3)	Products based on recycled waste (3)	Long-lasting products (3)	Used products, components, materials, or waste as production inputs (5)	Reusable or recyclable production inputs (1)	
	Services	Facilitating collaboration (3)	Take-back management (4)	Customer education (3)	Waste handling, processing (3)	Product-/service-based functions (2)	Maintenance, repair, control (4)	Product-/service-based results (1)	Upgrading (2)

CHANNELS

Through which channels do the customer segments wish to be reached? How do we reach them at the moment? How are our channels integrated? Which ones work best? Which ones are most cost-effective? How do we integrate them with our customer procedures?

Channel phases:

1. Awareness: How can we increase the level of awareness about our company's products and services?
2. Evaluation: How can we help the customer to evaluate our organisation's value proposition?
3. Purchase: How do we make it possible for the customer to purchase specific products and services?
4. Delivery: How do we deliver a value proposition to the customer?
5. After-sales service: How do we provide the customer with support?

CHANNELS

- How a company/entrepreneur communicates with and reaches out to its customer segments
- The interaction with customers
- Communication, distribution and sales

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)



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CUSTOMER RELATIONS

What type of relationships does each of our customer segments expect that we will establish and maintain with them? Which ones have we established? How cost-demanding are they? How are they integrated with the rest of our business model?

Examples:

- Automated services.
- Exclusive personal help.
- Online forums.
- Self-service.
- Co-creation.
- Personal help.

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

CUSTOMER RELATIONS

- Describes the type of relationship, eg personal, automated
- How can they be developed and improved?



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REVENUE STREAMS

Which value are the customers willing to pay for? What are they paying for at the moment? How are they paying? How would they prefer to pay? How much does each revenue stream contribute to the total income?

Different types of income:

- Sale of assets.
- User fees.
- Subscriptions and membership fees.
- Lending/renting/leasing.
- Licensing.
- Brokerage fees.
- Advertising revenue.
- Fixed prices.
- Catalogue price.
- Product functions.
- Customer segment.
- Volume.
- Dynamic prices.
- Negotiation (haggling).
- Flexible pricing.
- Real-time market.
- Auctions.

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



REVENUE STREAMS

- The money a company generates from each customer segment
- The "arteries" of the business model
- The value that customers are willing to pay for
- Different pricing mechanisms for different revenue streams



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KEY RESOURCES

Which key resources does our value proposition require? Our distribution channels? Customer relationships? Revenue streams?

Different types of resources:

- Physical.
- Intellectual.
- Human.
- Financial.

KEY RESOURCES

- The most important assets needed for a business model to work
- Enables a business to create and offer a value proposition
- Impact on the market
- Maintain relationships
- Generate revenue
- Physical, financial, intellectual or human

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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KEYACTIVITIES

Which key activities does our value proposition require? Our distribution channels? Revenue streams?

Categories:

- Production.
- Problem resolution.
- Platforms/networks.

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 ACTIVITIES

- What a company/entrepreneur must do for the business model to work



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KEYPARTNERS

Who are our key partners?
Who are our key suppliers?
What key resources do we acquire from our partners?
What key activities do our partners carry out?

Motivation for partnerships:

- Optimisation and economies of scale.
- Reduced risk and insecurity.
- Acquisition of certain resources and activities.

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

KEY PARTNERS

- Network of suppliers and partners that make the business model work
- Strategic alliances between non-competitors
- Strategic partnerships between competitors
- Relationships between buyer and supplier

Partners and stakeholders	Suppliers (1)	Manufacturers (5)	Retailers (2)	Service providers (2)	Public institutions (2)	Collectors of products, components, materials, waste (2)	Others (e.g., researchers) (1)
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COST STRUCTURE

What are the most important costs associated with our business model? Which key resources are the most expensive? Which key activities are the most expensive?

Different types of business models:

- Cost driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing).
- Value-driven (focused on value creation, premium value proposition).

Characteristics:

- Fixed costs (wages and salaries, rents and leases, equipment).
- Variable costs.
- Economies of scale.
- Coproduction benefits.

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

COST STRUCTURE

- The main costs
- Premises, staff, system



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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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