

# WORKSHEET 1: SYNTHESIZE YOUR SIGNALS FOR CHANGE AND THE IMPLICATIONS

## RESOURCE ENVIRONMENT & SUPPLY CHAIN DISRUPTIONS

- How do the earth's planetary boundaries relate to your activities?
- How will your resource use be disrupted by the prospective availability of primary and secondary resources?
- How might you experience disruptions in your global supply chains (dependencies, geopolitical challenges)?



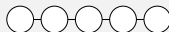
## POLICY INTERVENTIONS & REGULATORY CONTEXT

- Which international, national, or regional sustainability reporting & disclosure rules are most likely to significantly change your industry?
- Are you aware of the wider set of policy interventions emerging globally (e.g. country-, industry-, or value chain- focused policy measures)?



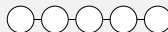
## INVESTOR, CONSUMER & EMPLOYEE EXPECTATIONS

- How are customer expectations changing (sustainable product attributes, climate action, quality, convenience, experience)?
- Are investors creating pressure to change (e.g. resilience, risk mitigation, environ. performance)?
- Are employees challenging the status quo (purpose, diversity, work-life-balance)?



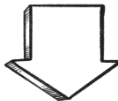
## MARKET SITUATION AND ECOSYSTEM DYNAMICS

- Is the net-zero transition pathway changing your industry and reshaping markets? What is the role of breakthrough technologies?
- Are platforms and marketplaces changing your market dynamics?
- How are new ecosystems changing collaboration and competition?



### Relevance

- ⊗○○○○ Very low  
○⊗○○○ Low  
○○⊗○○ Neutral  
○○○⊗○ High  
○○○○⊗ Very High



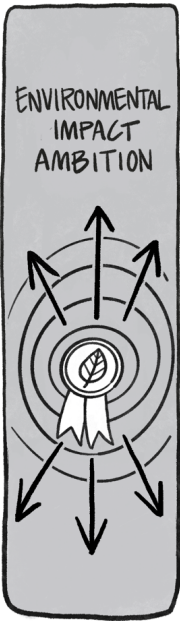
## IMPLICATIONS

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## SIGNALS FOR CHANGE

WORKSHEET 2: DESCRIBE YOUR AMBITION AND VISION IN 10-15 YEARS

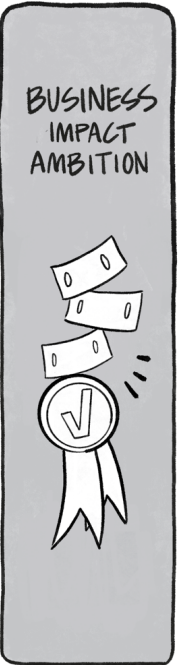
POTENTIAL ELEMENTS of YOUR CIRCULAR & REGENERATIVE FUTURE



- Net zero emissions by 20... (e.g. SBTi-aligned), supply chain decarbonization ○○○○○
- 100% renewable energy supply and efficient use ○○○○○
- Zero waste and pollution (e.g. design for zero waste) ○○○○○
- Circulation of materials (e.g. resource efficiency, nutrients stay nutrients, recycling, dematerialization) ○○○○○
- Regenerative outcomes for nature (land/water/ocean use, biodiversity, e.g. SBTN-aligned) ○○○○○

Other planet-positive externalities (Is the world better off because your company is in it?)

- ..... ○○○○○
- ..... ○○○○○
- ..... ○○○○○



- Mission, vision and values as foundational future drivers ○○○○○
- Benefits for users and business development targets ○○○○○
- Resilience and benefits for the value chain ○○○○○
- Diversity, equity and inclusion, and general ethical business conduct ○○○○○

Other strategic elements that shape your future

- ..... ○○○○○
- ..... ○○○○○
- ..... ○○○○○
- ..... ○○○○○



DRAFT YOUR FUTURE NEWS ARTICLE

COVER PAGE

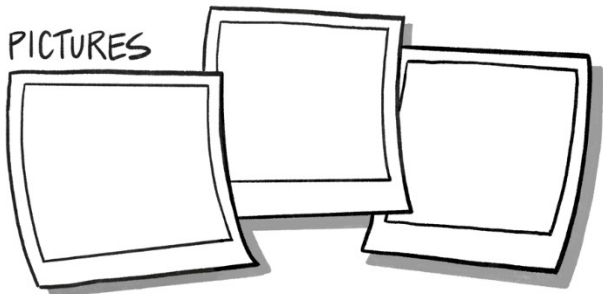
VISION OF YOUR  
CIRCULAR AND REGEN  
BUSINESS FUTURE

HEADLINE  
...

YEAR  
20.....

MAIN MESSAGES  
...

PICTURES








QUOTES



# WORKSHEET 3: SYNTHESIZE YOUR IDEAS AND DRAFT YOUR BUSINESS MODEL REVOLUTION PATHWAY

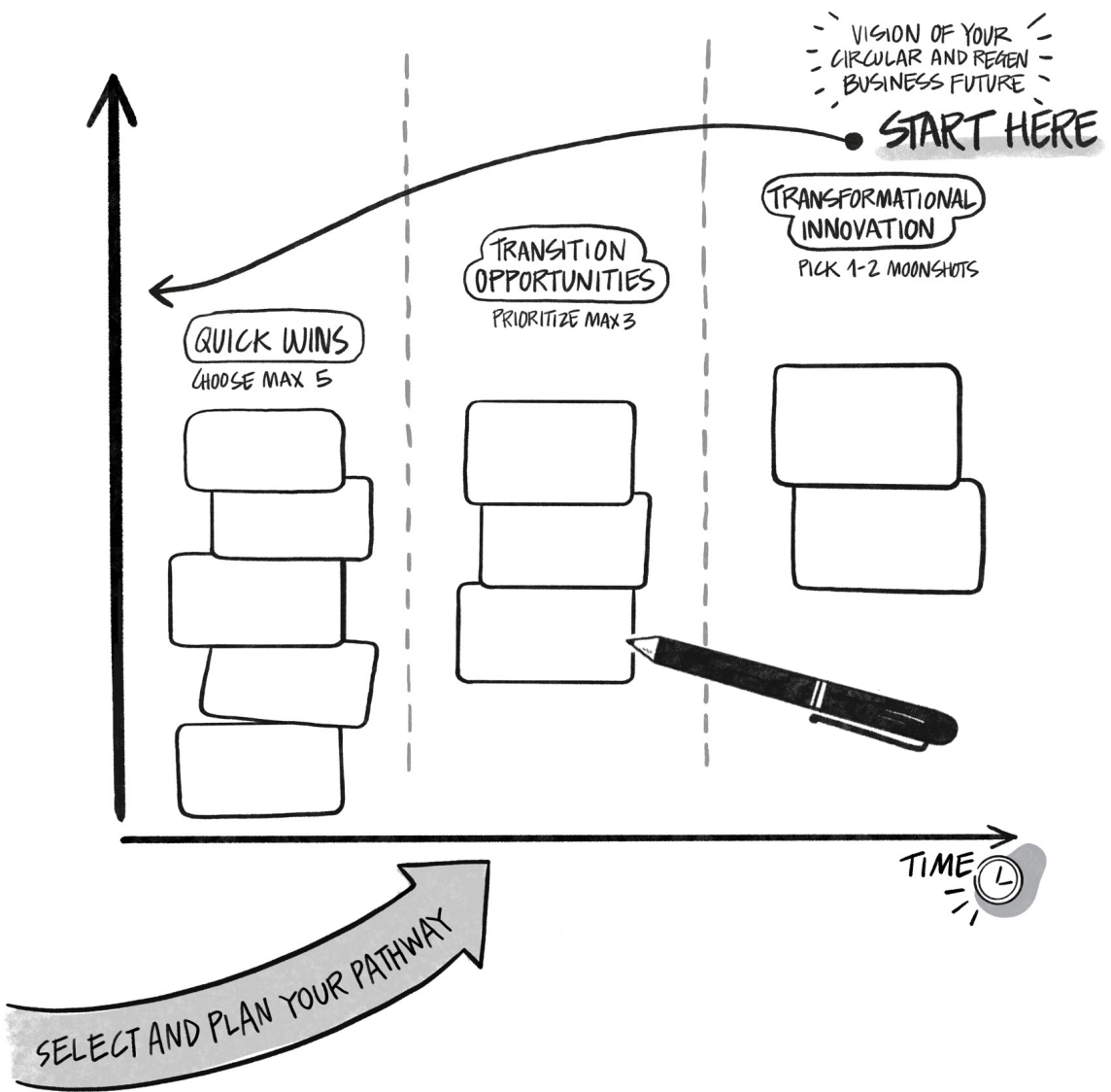
## OPPORTUNITY SET

	QUICK WINS	TRANSITION OPPORTUNITIES	TRANSFORMATIONAL INNOVATION
 OPTIMIZE RESOURCE USE			
 CAPITALIZE REGENERATION AND RESTORATION			
 VALORIZE WASTE			
 MONETIZE EXTENDED PRODUCT LIFE			
 SERVITIZE PRODUCTS			

SUMMARIZE YOUR MOST RELEVANT OPPORTUNITIES



# BUSINESS MODEL REVOLUTION



## WORKSHEET 4: ASSESS YOUR READINESS AND ORGANIZATIONAL ENABLERS

# CIRCULAR READINESS SCAN

### BUSINESS MODEL STRATEGY

1. We have systematically **assessed the most relevant circular business model opportunities**

☐☐☐☐☐☐

2. We have **defined a strategy and roadmap** for the circular business models

☐☐☐☐☐☐

3. We have calculated the **business cases** (e.g. revenue, profitability) for the key circular business models

☐☐☐☐☐☐

4. We have analyzed the **impact case** (e.g. environmental benefits) of the circular business models

☐☐☐☐☐☐

5. We have a clear plan for **managing the funding requirements** and mitigating risks

☐☐☐☐☐☐

### DIRECTION & VISION

6. Our circular **business model strategy helps to deliver our sustainability goals**

☐☐☐☐☐☐

7. The circular business strategy is **linked to the company strategy, vision & mission**

☐☐☐☐☐☐

8. Our **internal communication** transports the circularity ambition and provides regular updates

☐☐☐☐☐☐

9. Our **external communication** addresses our circular economy ambition

☐☐☐☐☐☐

### CUSTOMER- CENTRICITY

10. We **refocus on the fundamental customer needs** for developing new circular products or services

☐☐☐☐☐☐

11. The circular offering **creates superior customer value** (convenience, flexibility and economic benefits)

☐☐☐☐☐☐

12. Our **value proposition finds a good balance** between customer value and environmental value focus

☐☐☐☐☐☐

### DESIGN (PRODUCT AND OPERATING MODEL)

13. We generally **apply a full product lifecycle perspective** from material origin over use phase to end-of-life

☐☐☐☐☐☐

14. We **adjust the product design to the needs** of the circular business models

☐☐☐☐☐☐

15. Clear **circular design principles guide our decisions on environmental, cost and technical performance**

☐☐☐☐☐☐

### ECO- SYSTEMS

16. We **involve our suppliers or customers in creating and delivering** circular products & services

☐☐☐☐☐☐

17. Our organization **joins relevant ecosystems or coalitions** that drive circularity in our industry and beyond

☐☐☐☐☐☐



DATA & TECHNOLOGY	18. We are applying <b>technology to support data transparency across our supply chain</b>	○○○○○
	19. We regularly assess <b>new, green technology solutions</b> to advance our sustainability and circularity agenda	○○○○○
ORGANIZATIONAL STRUCTURES & PROCESSES	20. We have <b>clear roles and responsibilities for implementing</b> our circular economy ambitions	○○○○○
	21. We have allocated <b>specific financial resources and budget</b> to develop the business models	○○○○○
	22. We <b>improve our end-to-end processes</b> based on the circular business model requirements	○○○○○
TOOLS, SYSTEMS & KPIs	23. We have <b>defined specific objectives, targets or key results</b> for the circular strategy	○○○○○
	24. We are using <b>clear metrics to monitor the progress and impact</b> of our circular activities	○○○○○
	25. Our <b>management steering systems/dashboards are linked to the circular business targets</b> and metrics	○○○○○
	26. The company's <b>performance rewards and incentive systems</b> consider the circular business targets	○○○○○
SKILLS & KNOWLEDGE	27. Our <b>internal talent can dedicate sufficient working capacity</b> to the circularity agenda	○○○○○
	28. Dedicated <b>learning programs inform and help</b> all colleagues to understand and manage circularity	○○○○○
	29. Our teams have <b>access to the relevant knowledge to develop</b> circular business models	○○○○○
	30. We are able to <b>find and onboard relevant external talent</b> to build circular business models (if needed)	○○○○○
	31. An <b>active internal community supports the exchange &amp; best practice sharing</b> around circularity	○○○○○
LEADERSHIP MINDSET & CULTURE	32. Company <b>leaders explain and inspire a shared vision</b> on sustainability and circularity	○○○○○
	33. Our leaders <b>adopt and support an agile mindset for long term transformation</b> and the required changes	○○○○○
	34. Our senior <b>management sponsors and backs</b> circular business model initiatives	○○○○○

# TAKING STOCK: NOTE YOUR INITIAL IDEAS AND THOUGHTS

PARTICULARLY RELEVANT IF...

INITIAL IDEAS



**OPTIMIZE  
RESOURCE  
USE**

- High, costly, unsustainable resources use
- Strong supplier relationships, integration, or value chain transparency
- Good access to secondary, low-carbon or bio-based resources



**CAPITALIZE  
REGENERATION  
AND RESTORATION**

- Direct land use
- Indirect impact on land or sea use
- Large own infrastructure and buildings
- Customers value premium quality & sustainability



**VALORIZE  
WASTE**

- Waste potentially valuable resource
- Access to potentially valuable by-products
- Ability to influence waste sortation
- Currently significant waste generation in the value chain directly or indirectly



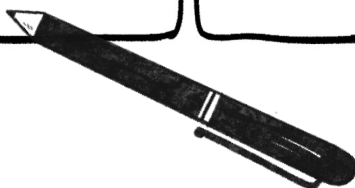
**MONETIZE  
EXTENDED  
PRODUCT LIFE**

- High quality brand and products
- Design can support long product lifecycles
- High value retention of used products
- Products often underutilized over lifetime
- Opportunity to take back used products



**SERVITIZE  
PRODUCTS**

- Good customer relationships and direct interaction
- High customer value add through services
- Underutilized capacities & productivity
- High degree of digitalization



Relevance

Very low ⊗○○○○

Low ○⊗○○○

Neutral ○○⊗○○

High ○○○⊗○

Very High ○○○○⊗



# TAKING STOCK: EXPLORE AND COLLECT OPPORTUNITIES



## OPTIMIZE RESOURCE USE



What are your initial opportunity ideas?

1	2	3



ECONOMIC VALUE PROPOSITION

What could you offer to your customer?

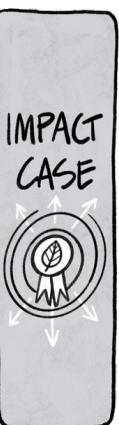
ECONOMIC VALUE CREATION

How could you deliver the value proposition?

ECONOMIC VALUE RETENTION

How could you generate profits?


Initial Evaluation of Economic Potential



ENVIRONMENTAL VALUE PROPOSITION

What environmental problem are you addressing?

ENVIRONMENTAL VALUE CREATION

How will you create environmental value?

ENVIRONMENTAL VALUE RETENTION

How can you ensure the benefits long-lasting?


Initial Evaluation of Impact Potential



Very low ✖○○○○

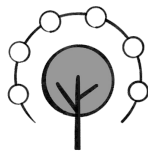
Low ✖✖○○○

Neutral ○○✖○○

High ○○○✖○

Very High ○○○○✖

# TAKING STOCK: EXPLORE AND COLLECT OPPORTUNITIES



## CAPITALIZE REGENERATION AND RESTORATION



What are your initial opportunity ideas?

1	2	3



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What could you offer to your customer?

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How could you deliver the value proposition?

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Initial Evaluation of Economic Potential



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How can you ensure the benefits long-lasting?


Initial Evaluation of Impact Potential



Very low ☒○○○○

Low ○☒○○○

Neutral ○○☒○○

High ○○○☒○

Very High ○○○○☒

# TAKING STOCK: EXPLORE AND COLLECT OPPORTUNITIES

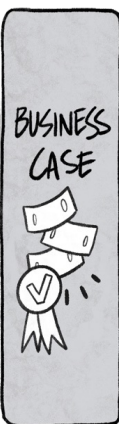


## VALORIZE WASTE



What are your initial opportunity ideas?

1	2	3



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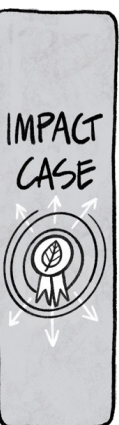
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Very low ☒○○○○

Low ○☒○○○

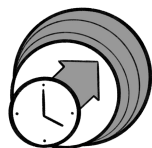
Neutral ○○☒○○

High ○○○☒○

Very High ○○○○☒

# TAKING STOCK: EXPLORE AND COLLECT OPPORTUNITIES

## MONETIZE EXTENDED PRODUCT LIFE



What are your initial opportunity ideas?

1	2	3



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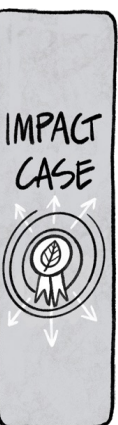
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Initial Evaluation of Impact Potential



Very low ○○○○●

Low ○●○○○

Neutral ○○○●○

High ○○○●○

Very High ○○○●●



# TAKING STOCK: EXPLORE AND COLLECT OPPORTUNITIES



## SERVITIZE PRODUCTS



What are your initial opportunity ideas?

1	2	3



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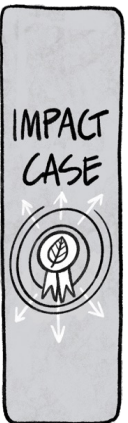
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Low ✖✖○○○

Neutral ○○✖○○

High ○○○✖○

Very High ○○○○✖