*About the **Circular Business Development Canvas Pack***

Welcome to the Circular Business Development Canvas Pack, a comprehensive suite of tools designed to guide businesses on their journey towards the circular economy and a sustainable present and future.

This collection of canvases is crafted to support organisations in identifying, implementing, and refining circular strategies that align with their unique business models and industry needs.

Purpose and Vision

The Circular Business Development Canvas Pack aims to empower businesses to transition from traditional linear models to innovative circular practices. By focusing on reducing waste, enhancing resource efficiency, and closing the loop, these canvases provide a structured approach to embedding circular economy principles into core operations. The ultimate goal is to foster a regenerative business model that not only benefits the environment but also drives economic value and social impact.

Key Features

- **Comprehensive Frameworks:** Each canvas offers a detailed framework to explore various aspects of circular business development, from ideation and strategy to implementation and stakeholder engagement.
- **Actionable Insights:** Designed to facilitate brainstorming and strategic planning, the canvases help businesses identify opportunities, set priorities, and develop actionable plans for circular innovation.
- **Stakeholder Engagement:** The pack includes tools to map and engage key stakeholders, ensuring alignment and collaboration across the value chain.
- **Performance Tracking:** With a focus on measurable outcomes, the canvases guide businesses in setting and tracking key performance indicators (KPIs) to monitor progress and drive continuous improvement.

To guide you on where to start, how to level up your business, and which canvases and worksheets will help you achieve mastery, follow the suggested workflows and the colour-coded dots.

Getting started! Level up! Mastery!

Dear Circular Changemakers,

Welcome to the **Circular Business Development Canvas Pack** – a toolkit designed to inspire and empower businesses to rethink their impact and embrace a sustainable, circular future. These canvases are more than just tools; they are catalysts for change, unlocking opportunities for growth, resilience, and meaningful environmental and social contributions.

This is the Beta version, and I'm excited to invite you to shape it with me!
Your feedback is invaluable—please share your insights, suggestions, and experiences. You are welcome to edit, adapt, and make the canvases your own. Together, we can refine and strengthen this resource to better serve businesses and drive impactful change.

Let's collaborate to create a future where circularity isn't just an option, but the standard. Thank you for being part of this journey to transform businesses into forces for good.

Warm regards,
Developed by Evelina Lundqvist, The Good Tribe
Creator of the Circular Business Development Canvas Pack

How to Use the Canvas Pack

1. **Assess Current State:** Begin by evaluating your existing business operations and identifying areas for circular improvement and development using the audit canvases.
2. **Strategize and Plan:** Use the ideation and strategy canvases to brainstorm innovative solutions and develop a clear roadmap for circular transition.
3. **Engage Stakeholders:** Map and prioritize stakeholders to foster collaboration and support for your circular initiatives.
4. **Implement and Monitor:** Execute your circular strategies and use the KPI canvases to track progress and refine your approach over time.

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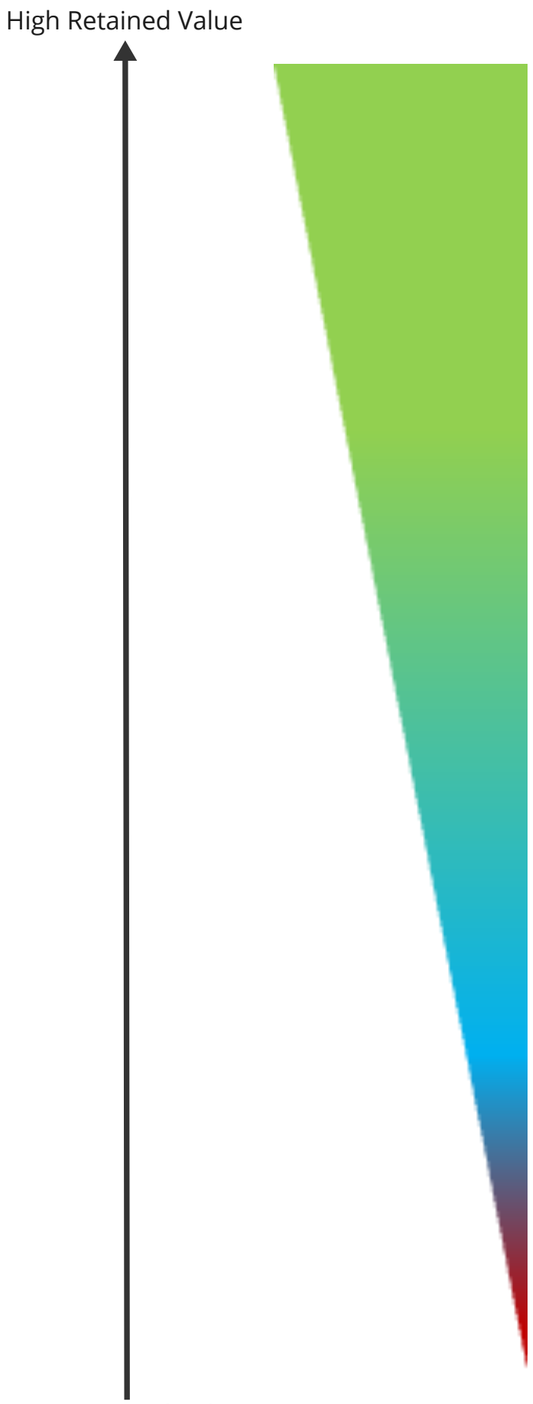
Introducing the 12 R Strategies

The 12 R Strategies are a framework of sustainable practices designed to maximise resource efficiency and minimise environmental impact. They include actions such as refusing wasteful practices, reducing resource use, rethinking business models, and reusing materials.

When developing your business model, the goal is to prioritise strategies that retain the highest value for materials and products. Recycling and recovery should be considered last resorts, only after exploring all higher-value retention options on the hierarchy.



1. **Refuse**	Avoid unnecessary products, processes, or “business-as-usual” approaches that are wasteful or unsustainable.
2. **Reduce**	Minimise the use of raw materials and resources per product unit to increase efficiency and lower environmental impact.
3. **Rethink**	Innovate and rethink business models, such as shifting from ownership to product-as-a-service solutions.
4. **Redesign**	Design products, services, and systems that prioritise circularity, zero waste, and sustainability from the start.
5. **Re-earth**	Capture and process biomaterials for composting, contributing to natural regeneration cycles.
6. **Reuse**	Enable multiple reuse loops, such as second-hand markets, refill systems, or reusable packaging solutions.
7. **Repair**	Provide maintenance and repair services to extend product life and enhance usability.
8. **Refurbish**	Revitalise and upgrade used products to restore their functionality and improve their lifespan.
9. **Remanufacture**	Keep materials and components in circulation by reprocessing them for use in new products, such as through industrial symbiosis.
10. **Repurpose**	Adapt products or components for new purposes or functions beyond their original intent.
11. **Recycle**	Recover materials to process them into new raw materials while retaining as much value as possible.
12. **Recover**	Use waste-to-energy technologies to recover energy from residual waste that cannot be reused or recycled.

Sources: https://zerowasteeurope.eu/2019/05/a-zero-waste-hierarchy-for-europe, https://www.thegoodtribe.com/blog/2019/1/the-12-rs-of-zero-waste, https://c2ccertified.org/articles/how-to-design-a-circular-product-r-strategies-and-cradle-to-cradle-certified-r, http://www.circulise.com

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Guided Workflows for Circular Business Development

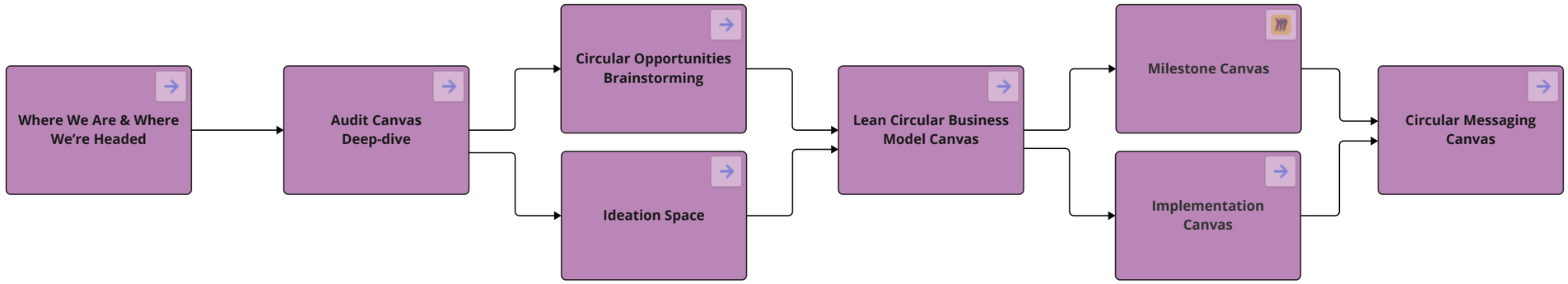
Customise the canvases and the workflow to optimise your results and align them with your unique goals.

To help you navigate where to start, how to elevate your business, and which canvases and worksheets will support you in achieving mastery, simply follow the colour-coded dots.

Getting started! Level up! Mastery!

Workflow for Businesses <u>Entering the Circular Economy</u>:
Steps to begin integrating circular principles into your operations and strategy

Workflow for Businesses <u>Advancing Circular Economy Practices</u>:
Guidance for enhancing and scaling your circular business model



Workflow for Businesses <u>Achieving Mastery in Circular Economy</u>:
Strategies for attaining leadership and excellence in circular business practices

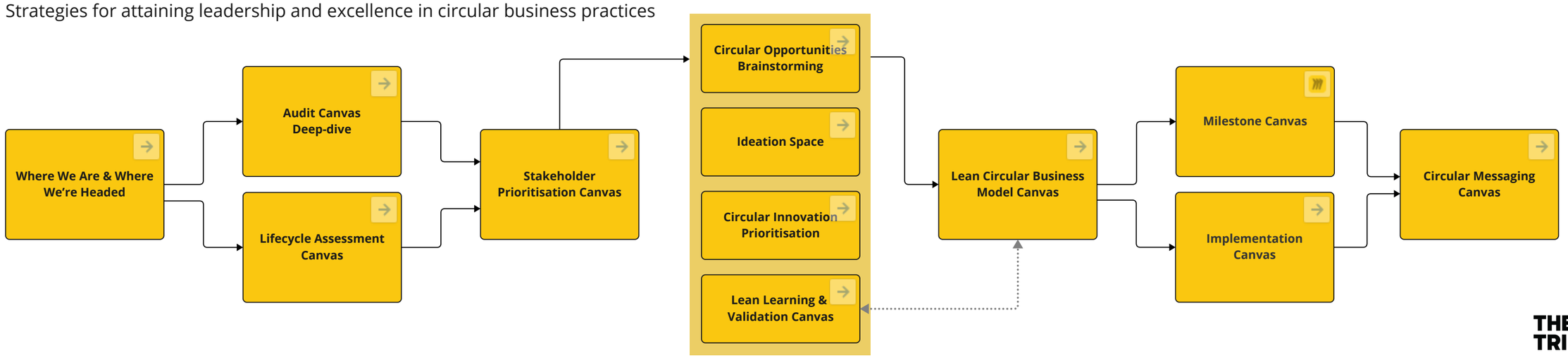


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Table of Contents

Navigate the canvases with ease using this table of contents, which includes brief descriptions of each canvas.

THEGOOD TRIBE

Circular Business Development

Basic Circular Brainstorm Canvas

Brainstorm and identify opportunities for circular innovation across your business, focusing on **product design, business models,** and **operational efficiencies.**

Business:

Date:

Designed by:

Version:

Initial Ideas

- What is your core idea for the circular product, service, or business?
- What problem are you trying to solve?
- What makes this idea innovative or unique?

Key Hypotheses

- What assumptions are you making about your customers, market, or resources?
- What outcomes do you expect from implementing circular principles?
- How do you believe circularity will impact your business financially, socially, or environmentally?

Challenges and Questions

- What challenges do you foresee in implementing this idea?
- What questions need to be answered before moving forward?
- Are there gaps in your knowledge, resources, or partnerships?

Rewards

- What new revenue streams or cost-saving opportunities could it create?
- How might this idea enhance your business's reputation, sustainability credentials, or stakeholder trust?

- What personal motivations drive you to pursue this circular idea?
- How does this idea align with your values and long-term goals?
- What skills or expertise can you gain from developing this concept?

Inspiration and References

- What examples or benchmarks inspired your idea?
- Are there existing circular businesses, models, or frameworks that align with your vision?
- What makes your idea stand out from these references?

Next Steps

- What is the first step you need to take to explore this idea further?
- Who can help you validate or develop this idea (e.g., team members, advisors, stakeholders)?

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Getting started!

THEGOOD TRIBE

Circular Business Development

Where We Are & Where We're Headed

A **roadmap** to **assess** your current position and **plan your future** in the circular economy.

Business:

Date:

Designed by:

Version:

Circular Vision

- What does a successful circular transition look like for your business?
- What specific circular economy goals do you want to accomplish?
- How do these align with your business existing vision and mission?

Current State

- What are the main characteristics of the current business operations?
- What materials, products, or services are central to the business?
- What waste streams exist thoughout the operations?
- What is the baseline material usage, waste, co2 emissions (three months, a year)?
- How are the 12 R-Strategies currently a part of the business?

Motivations & Drivers

- Why does the business want to transition to a circular economy model?
- What internal and external pressures (e.g., customer demand, regulations, competition) are driving this decision?

Champions

- What internal and external champions are carrying and supporting the business' transition towards the circular economy?

Available Resources

- What internal expertise, budget, and time are available for this transition?
- Are there external resources (consultants, grants, partnerships) that the business can leverage?

Gaps & Opportunities

- Where are the biggest opportunities for circularity in the business?
- What knowledge or capabilities are the business missing?

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Level up!

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About the

Circular Audit Canvas Deep-dive

This canvas is a comprehensive tool for businesses to evaluate their operations, strategies, and opportunities for circular transformation. Covering 15 critical categories, it helps identify strengths, gaps, and actions, serving as a roadmap to build a sustainable and competitive circular business model.

The canvas is designed to

- **Assess Readiness**: Evaluate how well your business aligns with circular principles.
- **Identify Opportunities**: Highlight inefficiencies, risks, and areas for improvement.
- **Plan Strategically**: Develop actionable steps to embed circularity into your operations.

Tips for Success

- **Focus on Impact**: Prioritise categories where circular interventions can yield the greatest environmental, social, and financial benefits.
- **Leverage Technology**: Identify innovative tools or processes that support circularity in the “Innovation & Technology” section.
- **Engage Stakeholders**: Use insights from the “Customer Engagement” and “Supply Chain” sections to foster collaboration and alignment.
- **Consider Nature as a Stakeholder**: Incorporate the impact on natural systems into your decision-making to create regenerative solutions.

How to Use the Canvas

1. **Start with Leadership & Strategy**
- Assess management’s commitment and strategic alignment with circular goals.
- Define your long-term vision for integrating circular economy practices.

2. **Work Through Each Category**
- Progress through the sections systematically, starting with core business activities and ending with opportunities and quick wins.
- Use the prompts under each category to guide your analysis.

3. **Collaborate Across Teams**
- Engage relevant departments (e.g., supply chain, R&D, finance) to ensure a holistic evaluation.
- Gather insights from employees, partners, and stakeholders for a well-rounded perspective.

4. **Prioritise Areas for Action**
- Use the “Risks & Barriers” and “Opportunities & Quick Wins” sections to identify immediate priorities and longer-term goals.
- Highlight areas where quick wins can build momentum.

5. **Set Metrics and Track Progress**
- Use the “Circular Metrics & Tracking” section to define measurable KPIs for circularity.
- Regularly review progress against these metrics to adapt and improve your approach.

6. **Align with Regulations**
- Ensure compliance with relevant regulations and standards using the “Regulatory & Compliance” section.
- Stay updated on evolving policies to future-proof your operations.

Next steps

Summarise Findings: Consolidate insights into a circular transition roadmap.
Communicate Goals: Share key outcomes with stakeholders to align on objectives.
Take Action: Begin implementing quick wins and planning for longer-term changes.

THEGOOD TRIBE

Circular Business Development

Audit Canvas Deep-dive

Business:

Designed by:

Date:

Version:

A comprehensive tool to **evaluate** operations, strategies, and **circular opportunities** across 15 categories, providing a **roadmap** for building a sustainable and competitive circular business model.

(1) Leadership & Strategy

Evaluate leadership alignment and strategic commitment to circular practices.

- What is the leadership team's understand of the circular economy and its benefits for the business?
- Is there a clear commitment from management to adopt circular principles?
- Is a sustainability or circular economy strategy integrated into the overall business strategy?

(2) Core Business Activities

Identify which parts of the business are most impacted by, or impactful on, circular practices.

- What are the business' primary business activities?
- What processes, products, or services generate the most value?
- Are these activities resource-intensive or waste-producing?

(3) Organisational Culture

Assess employee engagement and cultural alignment with circular practices.

- To what extent are employees aware of and supportive of circular economy principles?
- Do you provide training or workshops to educate staff on circular practices?
- How is circularity embedded in the company's values and everyday operations?

(4) Material Flows

Map material inflows and outflows to highlight inefficiencies and opportunities for circular interventions.

- What materials and resources does the business utilise?
- Where do these materials come from (e.g. virgin, reuse, local, imported)?
- What currently happens to these materials at the end of their lifecycle (e.g., landfill, reuse, recycling)?

(5) Waste Management & Resource Recovery

Understand waste as a potential resource and identify opportunities to close the loop.

- What types and volumes of waste does the business generate?
- Are there opportunities to close the loop by rethinking, reducing, or repurposing waste streams?
- How can waste be turned into a resource for the business or others in the value chain?

(6) Product Lifecycle

Assess product design and usage to identify areas for circular design.

- How long do the business's products last, and how are they used by customers?
- Are the products designed for e.g. durability, reuse, repairability, disassemble or many loops to come?
- What currently happens to the products at the end of their use?
- Are there plans for redesigning products or creating new ones to align with circular principles?

(7) Energy Use & Emissions

Assess energy consumption, efficiency, and emissions to identify opportunities for improvement.

- How much energy does the business consume, and what are the sources (renewable vs non-renewable)?
- What are the business's Scope 1 (direct) and Scope 2 (indirect from energy) emissions?
- Are energy efficiency measures in place, and are there opportunities to switch to renewable energy sources?

(8) Supply Chain

Audit supplier alignment with circular goals and find opportunities for collaborative improvement.

- Who are the business key suppliers?
- Are they currently using or planning to implement sustainable or circular practices?
- Can the business collaborate with suppliers to improve material circularity? (E.g. though joint innovation initiatives, tender criteria)
- What percentage of the supply chain's carbon footprint is Scope 3 emissions, and can it be reduced through circular practices?

(9) Customer Engagement

Evaluate how customer behaviours and expectations align with circular efforts.

- How do the customers interact with the business's products or services?
- Do they value circularity (e.g., repair, reuse, take-back systems)?
- Are there opportunities to educate or engage customers in circular practices?

(10) Financial Implications

Quantify the financial impact of circular practices, both in terms of savings and required investment.

- What costs are associated with current resource use, waste, and emissions?
- What are the long-term financial benefits of circular practices (e.g., cost savings, new revenue streams)?
- What investments might be required to transition?
- What is the return on investment (ROI) for transitioning to circular practices?

(11) Innovation & Technology

Evaluate the role of technology and innovation in supporting circular goals.

- How is the business using technology (e.g., digital tracking, AI, IoT) to enhance circular operations?
- Is the business actively researching or piloting circular innovations (e.g., new materials, processes)?
- Does the business collaborate with external partners (e.g., start-ups, NGOs, research institutions) to develop circular solutions?

(12) Regulatory & Compliance

Ensure alignment with regulations and standards for circular practices.

- is the business aware of current regulations related to sustainability and the circular economy (e.g., EU CSRD, waste directives)?
- Is the business compliant with relevant environmental and circularity standards?
- Does the business monitor upcoming regulations that could impact the business?

(13) Circular Metrics & Tracking

Define and monitor measurable metrics to track progress in circularity and sustainability.

- What measurable metrics can the business use to track circularity (e.g., % of recycled materials, energy efficiency, waste reduction)?
- Are there systems in place for monitoring and reporting on these metrics?

(14) Risks & Barriers

Identify challenges and develop strategies to overcome them.

- What are the risks associated with maintaining current linear practices?
- What barriers (financial, cultural, operational) hinder circular transitions?

(15) Opportunities & Quick Wins

Highlight quick wins and long-term opportunities for circular innovation.

- What immediate actions can improve resource efficiency or reduce waste?
- Are there areas where small changes could have a big impact?

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Inspired by Ellen MacArthur Foundation's Circular Economy Principles, Lifecycle Assessment (LCA) Methodologies (ISO 14040 and ISO 14044), UN Sustainable Development Goals, 12: Responsible Consumption and Production, Goal 13: Climate Action, Goal 17: Partnerships for the Goals and more.

Mastery!

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About the

Circular Audit Canvas Light

This canvas is a simplified tool for businesses beginning their journey into the circular economy. It helps identify key opportunities, challenges, and actionable steps to integrate circular principles into core operations.

The canvas is designed to

- **Build Awareness**: Introduce circular economy concepts in a manageable way.
- **Identify Starting Points**: Highlight areas where your business can make initial circular improvements.
- **Encourage Action**: Focus on quick wins and practical steps to drive progress.

Tips for Success

- **Start Small**: Focus on manageable changes rather than attempting a complete transformation.
- **Build Momentum**: Leverage the “Opportunities & Quick Wins” section to create early successes that build confidence and engagement.
- **Learn and Adapt**: Use insights from the “Risks & Barriers” section to anticipate challenges and adjust your approach.

How to Use the Canvas

1. **Assess Each Section**

- Review the questions in each of the 15 categories.
- Reflect on your current practices and identify areas for improvement.

2. **Focus on What Matters Most**

- Prioritise categories that align with your immediate business goals, such as waste management or customer engagement.
- Use the “Opportunities & Quick Wins” section to highlight small, impactful changes you can implement quickly.

3. **Collaborate with Teams**

- Involve employees, leadership, and suppliers to gather diverse insights and ideas.
- Use the “Organisational Culture” and “Supply Chain” sections to foster alignment across the business.

4. **Track and Plan**

- Use the “Circular Metrics & Tracking” section to identify key performance indicators for your initial circular initiatives.
- Create a short-term action plan focusing on high-priority areas, such as reducing waste or improving material sourcing.

Next steps

Document Findings: Summarise key takeaways and share them with your team.
Implement Actions: Start with simple, high-impact changes and set timelines for implementation.
Expand Over Time: As you gain experience, revisit the canvas to explore deeper opportunities for circular innovation.

THEGOOD TRIBE

Circular Business Development

Audit Canvas Light

Business: **Date:**

Designed by: **Version:**

A simplified **starting point** for businesses exploring the circular economy, focusing on **identifying opportunities, challenges,** and first steps.

(1) Leadership & Strategy

- Does leadership understand the benefits of circular economy principles for the business?
- Is there visible support and commitment to adopting circular practices?
- Are sustainability goals integrated into the business strategy?

(2) Core Business Activities

- What are the main business activities that generate the most value?
- Are these activities resource-intensive or waste-producing?

(3) Organisational Culture

- Are employees aware of circular principles and supportive of their adoption?
- Are there any training sessions or workshops to build internal awareness?

(4) Material Flows

- What materials are used, and where are they sourced (e.g., local, recycled, virgin)?
- How are materials managed at the end of their lifecycle (e.g., reused, recycled, landfilled, incineration, dispersed)?

(5) Waste Management & Resource Recovery

- What types and volumes of waste does the business generate?
- Are there opportunities to reduce, reuse, or repurpose waste?

(6) Product Lifecycle

- Have you explored how designing longer-lasting or repairable products could benefit your business?

(7) Energy Use & Emissions

- What is the business's energy source (renewable or non-renewable)?
- Are there opportunities to reduce energy use or switch to renewables?

(8) Supply Chain

- Are suppliers aligned with sustainability or circular goals?
- Can the business collaborate with suppliers to improve material circularity?

(9) Customer Engagement

- How do customers interact with your products or services?
- Are there ways to encourage repair, reuse, or participation in take-back schemes?

(10) Financial Implications

- Could adopting circular practices open new revenue streams or reduce your costs?

(11) Innovation & Technology

- What innovative tools or technologies (like AI or IoT) could help you unlock circular opportunities?

(12) Regulatory & Compliance

- Are you familiar with the latest sustainability regulations that could impact your business?

(13) Circular Metrics & Tracking

- Would tracking your circular performance help you measure progress and discover new opportunities?

(14) Risks & Barriers

- What challenges might arise in adopting circular practices?
- How could current linear practices pose risks to the business (e.g., regulations, market changes)?

(15) Opportunities & Quick Wins

- What simple actions can immediately improve resource efficiency or reduce waste?
- Are there small changes that could create significant positive impacts?

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Level up!

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Circular Business Development

Circular Opportunities Brainstorming

Business: **Date:**

Designed by: **Version:**

Explore potential areas for circular innovation within your industry and line of business.
A few suggested key areas to brainstorm:

Product and Service Design
- Can products be designed for durability, repairability, or modularity?
- Can you use renewable, recycled, or biodegradable materials?
- How can packaging be minimised, reused, or eliminated?
- Can products be made easier to disassemble for repair or recycling?
- Are there opportunities to use standardised components for better interchangeability?

Business Models
- Could you implement leasing, product-as-a-service, or sharing models?
- Are there opportunities for take-back schemes or refurbishment?
- Can you monetise maintenance, repair, or upgrade services?
- Could subscription-based models incentivise sustainable consumption?
- Are there options to offer pay-per-use or performance-based services?

Circular Interventions
- Could your products or services incorporate biomaterials that are compostable (Re-earth)?
- How can you expand the usability of your products through second-hand markets or refill systems (Reuse)?
- Can you offer repair kits or services to extend the lifecycle of your products (Repair)?
- What refurbishment options exist to upgrade products and extend their functionality (Refurbish)?
- Are there ways to reprocess used components into new products (Remanufacture)?
- Can you adapt outdated or obsolete products for new functions (Repurpose)?
- Are there opportunities to develop advanced recycling techniques for better material recovery (Recycle)?
- How can waste-to-energy technologies be used for materials that cannot be recycled (Recover)?

Customer Engagement
- How can you educate customers about circular options (e.g., repair, reuse, recycling)?
- What incentives can you offer to encourage participation in take-back schemes or recycling programs?
- Are there ways to address customer pain points related to sustainable consumption (e.g., cost, convenience)?
- Can you create loyalty programs tied to circular behaviours (e.g., returning old products)?
- How can you co-create circular solutions with your customers?

Employee and Stakeholder Engagement
- How can employees be trained to identify and act on circular opportunities?
- Are there partnerships with NGOs, governments, or academia to support circular innovation?
- What internal processes can encourage a culture of repair, reuse, and resource efficiency?
- How can circular goals be embedded into supplier and partner contracts?

Innovation and Technology
- What role can digital tracking (e.g., blockchain, IoT) play in improving circularity?
- Can AI or machine learning optimise material flows and reduce waste?
- Are there opportunities to use 3D printing for resource-efficient manufacturing?
- What technologies can support predictive maintenance for products and machinery?
- Can you invest in tools to analyse and report lifecycle impacts more effectively?

Supply Chain
- Can you source materials sustainably or locally?
- Could you work with suppliers to ensure materials are recyclable or reusable?
- Are there opportunities to align with suppliers on shared circular goals?
- How can transport logistics be optimised to reduce emissions?
- Can partnerships with suppliers help reduce packaging or improve product life?

Operational Efficiencies
- What unnecessary processes or products can be avoided (Refuse)?
- How can material usage be minimised without compromising quality (Reduce)?
- Are there opportunities to rethink existing processes or redesign workflows for efficiency?
- Could automation or digital tools improve resource efficiency?

Waste Management
- How can waste streams become resources (e.g., by-products into inputs)?
- Are there opportunities for industrial symbiosis (collaborations with other businesses)?
- Can organic waste be composted or turned into bioenergy?
- Could your business create closed-loop systems for specific materials?
- What technologies can help separate and recover valuable materials from waste streams?

Reminder: Check Alignment with Circularity Goals

Ensure innovations support the business's circular economy objectives.

Key considerations:
Strategic Fit: *Does it align with principles like waste reduction or material reuse?*
Goal Consistency: *Does it address short-term and long-term circularity aims?*
Stakeholder Needs: *Does it meet the expectations of customers, employees, and partners?*
Impact Contribution: *Will it advance metrics like resource efficiency or reduced emissions?*

This canvas is a comprehensive tool designed to help businesses identify, brainstorm, and refine circular economy strategies tailored to their industry.

By focusing on actionable opportunities, it encourages innovative thinking across key areas of the circular economy, such as product design, business models, supply chains, and customer engagement. The canvas supports businesses in reducing waste, optimising resource efficiency, and closing the loop within their operations.

Use this canvas to brainstorm and identify opportunities for circular innovation across key areas of your business, ensuring alignment with your circular economy goals and maximising environmental, social, and economic impact.

Level up!

THEGOOD TRIBE

Circular Business Development

Ideation Space

Business: **Date:**

Designed by: **Version:**

Freeform section to brainstorm specific circular solutions.
Prompts for Ideas:

Addressing Industry-Specific Challenges:
- What are the unique circular opportunities in our sector?
- Are there resource inefficiencies, supply chain dependencies, or regulatory pressures we can address?

Designing Out Waste:
- How can we eliminate waste at every stage of our product lifecycle?
- Are there opportunities to redesign products or services to minimise material use?
- Can we adopt zero-waste production methods?

Leveraging Technology:
- What digital tools (e.g., blockchain, IoT) can help track materials and improve circularity?
- How can predictive analytics or AI help optimise resource use and reduce waste?
- Are there emerging technologies that can revolutionise how we produce or reuse products?

Exploring New Business Models:
- Could we implement leasing, pay-per-use, or sharing systems?
- How might refurbishment or remanufacturing create new revenue streams?
- Can we monetise circular services like repair, resale, or material recovery?

Partnerships and Collaborations:
- Which industry partners, suppliers, or customers can help us close the loop?
- Are there opportunities for industrial symbiosis with neighbouring businesses?
- Can we co-develop circular initiatives with NGOs, research institutions, or start-ups?

Reimagining Customer Interaction:
- How can we make it easier for customers to return, repair, or reuse our products?
- Could we introduce product-as-a-service or subscription-based models?
- How can we educate and incentivise customers to engage with circular solutions?

Reminder: Check Alignment with Circularity Goals

Ensure innovations support the business's circular economy objectives.

Key considerations:
Strategic Fit: *Does it align with principles like waste reduction or material reuse?*
Goal Consistency: *Does it address short-term and long-term circularity aims?*
Stakeholder Needs: *Does it meet the expectations of customers, employees, and partners?*
Impact Contribution: *Will it advance metrics like resource efficiency or reduced emissions?*

This canvas is a structured tool to help businesses generate and refine innovative circular economy strategies tailored to their industry.

It encourages ideation across key circular economy principles, focusing on reducing waste, increasing resource efficiency, and closing the loop.

Use this canvas as an open brainstorming tool to explore and develop innovative circular solutions tailored to your business, guided by prompts on addressing industry challenges, designing out waste, leveraging technology, adopting new business models, fostering partnerships, and engaging customers.

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Circular Business Development

Innovation Prioritisation

Business: **Date:**

Designed by: **Version:**

Prioritise ideas by mapping their **impact and feasibility,** helping you focus on the most **promising innovations.**

Feasibility Assessment

Assess the practicality of ideas to determine implementation potential.

Key Criteria:
Technical Feasibility: Can it be implemented with current technology or processes?
Economic Viability: Is it cost-effective or likely to provide long-term savings?
Market Acceptance: Will customers adopt or value the approach?
Scalability: Can the solution expand with the business?

Impact Assessment

Measure the value of ideas to the business, environment, and society.

Key Criteria:

Environmental Impact: Does it reduce waste, emissions, or resource use?
Social Impact: Does it create jobs or improve community well-being?
Economic Impact: Will it generate cost savings or new revenue streams?

Level of Impact

High Impact, Low Feasibility (Future Opportunities)	High Feasibility, High Feasibility (Top Priority)
Low Impact, Low Feasibility (Reassess)	Low Impact, High Feasibility (Quick Wins)

Level of Feasibility

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Level up!

THEGOOD TRIBE

Circular Business Development

Lean Learning & Validation Canvas

Business:

Date:

Designed by:

Version:

This canvas helps companies adopt a Lean way of working by **systematically gathering and testing learnings** about circular concepts, business models, and product or service aspects they wish to develop. It emphasises iterative progress, real-time learning, and a focus on value creation.

How to Use This Canvas

- Start with the problem statement and work iteratively through the sections.
- Prioritise small experiments to test high-impact ideas.
- Regularly review learnings and refine hypotheses or concepts.

Problem Statement

Clearly define the challenge or opportunity related to circular concepts.

- What problem are we trying to solve with circular practices?
- How does this challenge impact customers, the business, or the environment?

Hypotheses

Formulate assumptions about circular practices and concepts that you seek to test and validate.

- What do we believe will work (e.g., a specific circular business model or product feature)?
- How will this solve the defined problem?
- Example: “If we implement a take-back system, customer loyalty will increase.”

Experiments & Tests

Outline small, measurable tests to validate hypotheses.

- What experiments can we run to test circular business models or product features?
- Example: "Pilot a repair service with 10% of customers to measure demand and feedback."
- Define success criteria for each test.

Customer & Stakeholder Insights

Gather feedback from key stakeholders.

- What do customers think about circular concepts (e.g., repair, leasing)?
- What challenges or opportunities do suppliers, partners, or employees highlight?

Learnings & Metrics

Track outcomes of experiments and identify what works.

- What did we learn from the experiments?

Metrics to track, e.g.:

- % reduction in waste.
- Increase in customer retention.
- Cost savings from material reuse.

Pivot, Persevere, or Adapt

Decide next steps based on learnings.

Based on what we now have learnt, should we:

- **Pivot** to a new idea?
- **Persevere** with this concept and scale it?
- **Adapt** the idea to improve outcomes?

Implementation Plan

Detail actionable steps for scaling validated ideas.

- What resources are needed to implement?
- Who will lead the next steps?
- Timeline for rollout?

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Level up!

THE GOOD TRIBE

Characteristics of Regular Businesses Transitioning to the Circular Economy

Regular businesses often operate on linear take-make-waste models but are increasingly driven to adopt circular practices due to environmental pressures, regulations, customer demand, or a commitment by leaders to do what's right.

Regular businesses transitioning to circularity typically start with focused initiatives, such as redesigning specific products, piloting circular business models, or collaborating with stakeholders to close loops. Over time, these changes can come to expand to encompass broader organisational practices and eventually redefine the business's entire strategy.

These businesses typically exhibit the following traits as they shift to circularity:

Incremental Shifts in Product or Service Lines:

- Start by redesigning specific products for durability, repairability, or reuse.
- Introduce new services, such as repair, refurbishment, or renting.

Exploration of Circular Business Models:

- Experiment with models like product-as-a-service, take-back schemes, or sharing platforms.
- Gradually integrate circularity into customer offerings to test feasibility and market response.

Focus on Reducing Waste and Resource Dependency:

- Seek to minimise waste (e.g. through zero waste programs and certifications) and optimise resource use across the supply chain.
- Implement recycling or material recovery programs.

Supplier and Partner Collaboration:

- Work with suppliers to source sustainable materials or design products for circularity.
- Partner with logistics providers or recycling firms to close the loop.

Pilot Projects and Learning Phases:

- Start with small-scale pilots to test circular concepts before scaling them.
- Use these projects to gather data, refine strategies, and engage stakeholders.

Customer Engagement and Education:

- Build awareness about circular options among existing customers.
- Offer incentives for participation in circular initiatives (e.g., discounts for returning used products).

Balancing Profitability with Circular Investments:

- Gradually shift from a focus on cost-cutting to investments in circular processes, materials, and systems.
- Seek business opportunities where circularity aligns with profitability, such as cost savings from resource efficiency.

The **Lean Circular Business Model Canvas** helps businesses design and refine a circular business model by addressing customer challenges, developing circular solutions, identifying unique advantages, and aligning their purpose, operations, and financial strategies with circular economy principles.

While no company is perfect, here are some compelling corporate examples of businesses that have successfully transitioned or are actively working towards circular practices:

IKEA - From Linear to Circular

IKEA has shifted from producing affordable furniture with a linear lifecycle to **embedding elements of circular practices in its operations**.

- Introduced buy-back schemes where customers can return used furniture for store credit.
- Committed to designing all products for circularity by 2030, focusing on durability, repairability, and recyclable materials.
- Opened pilot stores offering refurbished or second-hand furniture.

Philips - Transition in Healthcare and Lighting

Philips adopted a circular economy strategy by offering products as services.

- Transitioned to a **lighting-as-a-service** model, where customers pay for light rather than owning fixtures.
- Implemented take-back programs for medical equipment, refurbishing and reselling components.
- Committed to using 100% renewable energy and designing all products for recyclability.

Patagonia - Circular Apparel

The outdoor clothing company integrated circularity by focusing on product durability and repair services.

- Launched the **Worn Wear** program, allowing customers to buy and sell used Patagonia items.
- Offers free repairs for clothing, encouraging reuse and extending product lifespans.
- Uses recycled materials in manufacturing, reducing dependency on virgin resources.

Renault - Circular Automotive Practices

Renault transitioned part of its business by **focusing on circular models within its supply chain**.

- Established a remanufacturing facility in France to refurbish and reuse automotive parts.
- Developed systems for recycling and reusing materials from end-of-life vehicles.
- Piloted car-sharing and mobility-as-a-service programs to reduce ownership dependency.

Interface - Circular Flooring Solutions

This global carpet manufacturer shifted to a circular model by rethinking its supply chain and product design.

- Launched the **"ReEntry" program** to recycle used carpet tiles into new products.
- Developed bio-based materials to replace petroleum-based components.
- Offers carpets through leasing models, where tiles are replaced and recycled as needed.

Lean ***Circular***

Business Model Canvas

Tailored for businesses **built on circular principles,** this canvas focuses on **defining value, refining offerings,** and leveraging unique strengths for **scalable, regenerative solutions.**

Business:

Date:

Designed by:

Version:

Circular Problem

Identify the key challenges your customers face, focusing on both social, environmental and financial aspects.

- What are the top three customer problems or unmet needs, and how do they impact their daily lives or business operations?
- How do these problems affect their daily lives or business operations?

Circular Solution

Define how your product or service addresses the identified challenges, with a focus on circularity.

- What are the key features of your circular solution, and how can it scale to create greater impact?

Circular Value Proposition

Craft a clear and compelling message that highlights the unique value of your circular business, product or service.

- What single, clear statement explains why your business, product or service is different and worth choosing? What makes your business, product or service stand out as a circular alternative?
- Why should customers or beneficiaries choose you over competitors?

Unfair Advantage

Identify the unique aspects of your product, service, or business that give you a lasting competitive edge in circularity.

- What makes your circular product or service difficult to copy or replicate?
- Do you have any exclusive technologies, specialised skills, or strategic partnerships that support circular practices?
- What circular elements of your business, product, or service will keep you ahead of the competition over time?

Customer Segments

Define the target groups who will benefit most from your circular product or service.

- Who are your ideal customers, and what are their demographics, behaviours, and characteristics?
- What groups are most motivated by sustainable or circular products and services?
- How does your product or service align with and support their sustainability goals?

Existing Alternatives

Analyse the current market to understand competing solutions and their circularity potential.

- What linear or circular alternatives currently dominate your market?
- How do competitors address the problem your product or service solves?
- What are the key strengths and limitations of these alternatives? What aspects of these alternatives contribute to waste or inefficiencies?

Circular Metrics

Identify the key indicators to measure the success of your circular initiatives.

- What data will you track to evaluate circularity (e.g., material recovery rates, percentage of reused or reused materials)?
- What is the estimated reduction in waste, emissions, or resource extraction achieved by your product or service?
- How will you track customer or beneficiary acquisition, retention, and participation in circular practices?

Circular Design

Explore opportunities to innovate and improve your product or service for circularity.

- What steps can be taken to ensure "designing out waste" and supporting a closed-loop system?
- How can the product or service be redesigned to increase e.g. durability, reuse, repairability, or modularity?
- What materials can be replaced with reused, recycled, renewable, or biodegradable alternatives?
- What happens at the end of the product's lifecycle? Can it be easily disassembled, reused, or repurposed? Prepared for further loops?

Loops & Ecosystem Opportunities

Identify the resources and partnerships needed to support circular solutions.

- What partnerships, resources, existing materials, technologies can support your circular transition and close the loop?

Channels & Early Adopters

Define how you will communicate with and deliver your circular product or service to customers

Channels:

- How will you reach and engage your customer or beneficiary segments?
- What are the most effective marketing and distribution channels for your circular product or service?

Early Adopters:

- Who are the individuals or groups most likely to adopt or endorse your product or service first?
- How will you identify and engage with these early adopters?

My business is committed to...

- ☐ Operating within the safe limits of the planetary boundaries, championing circularity, decarbonisation and regeneration.
- ☐ Enhancing the "societal and planetary licence to operate" by driving positive impact for people and the planet.
- ☐ Building empowered networks that foster collaboration and symbiosis.
- ☐ Prioritising services over products and access over ownership to reduce material use.
- ☐ Ensuring transparency, ethical sourcing, and resilient value creation chains.
- ☐ Advancing well-being, diversity, equity, inclusion and human-rights compliance.
- ☐ Engaging with the community and advocating for sustainability and systemic change.

Purpose & Impact

Define the core purpose of your business and the positive change it aims to create through circularity.

- What is the social and/or environmental mission of the business? How does circularity align with this purpose?
- What measurable changes does your business create, both in the short term (e.g., waste reduction, material reuse) and long term (e.g., systemic change, sustainability leadership)?
- How does your business consider nature as a stakeholder in decision-making and impact creation?

Cost structure

Analyse the costs associated with your business model, focusing on circularity and resource efficiency.

- What are the main fixed and variable costs in your circular business model?
- Which resources or activities contribute most to costs, and how can circular practices (e.g., rethink, reuse, or local sourcing) reduce them?
- How does transitioning to circularity affect the overall financial performance, including costs and savings?

Revenue streams

Evaluate how your business generates income while supporting circular economy principles.

- How does your business generate revenue, and how are these streams aligned with circular practices?
- What pricing strategies are you using? How do they incentivise circular behaviours?
- What percentage of your revenue is expected from each stream, and how can circular initiatives diversify or enhance these streams?
- What type of investment is needed to support circularity, and what is the anticipated social and/or environmental return on investment (ROI)?

Transition Plan

Outline the actionable steps required to transition your product or service to a circular model.

- What are the first three key actions needed to begin the transition to circularity?
- Who will lead the transition, and what resources (e.g., materials, expertise, partnerships) are essential?
- What achievable milestones or successes can you target in the next 6 months to build momentum?
- How do these steps align with the business's overall objectives?

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Inspired by Alex Osterwalder's Business Model Canvas, with adaptations from Ash Maurya's Lean Canvas.

Mastery

THEGOOD TRIBE

Characteristics of
"Born Circular" Businesses

The **Lean "Born Circular" Business Model Canvas** helps businesses built on circular principles define their value, refine their offerings, and leverage their unique strengths to create scalable, impactful, and regenerative solutions aligned with the circular economy.

"Born circular businesses" are companies that are designed from the outset to operate within the principles of the circular economy. Unlike traditional businesses that may transition from linear to circular practices, born circular businesses integrate circularity into their core operations, products, and business models from the start.

These businesses act as trailblazers, demonstrating how companies can operate sustainably by embedding circular economy principles from the very beginning.

Key Characteristics of Born Circular Businesses:

Circular Design Principles:
- Products are designed for durability, repairability, modularity, and end-of-life reuse or recycling.
- Materials are selected based on renewability, reusability, or biodegradability.

Business Models Aligned with Circularity:
- Adopt circular business models such as product-as-a-service, leasing, sharing, or take-back schemes.
- Emphasise access over ownership to minimise material use and waste.

Closed-Loop Systems:
- Ensure materials and products are reused, repaired, remanufactured, or recycled within their value chains.
- Strive to eliminate waste by considering the entire lifecycle of products and services.

Resource Efficiency:
- Use renewable energy, minimise resource extraction, and prioritise resource efficiency at every stage.
- Leverage industrial symbiosis, turning waste streams into resources.

Systemic Thinking:
- View their business as part of a larger ecosystem, incorporating collaboration with suppliers, customers, and stakeholders.
- Actively engage with nature as a stakeholder, aiming to regenerate ecosystems and restore balance.

Impact-Driven Purpose:
- Operate with a mission to create positive environmental and social impacts alongside economic value.
- Track and report on circularity metrics to ensure transparency and accountability.

Examples of Born Circular Businesses:

Fairphone (NLD)
Fairphone designs modular, repairable smartphones with ethically sourced and reused materials.
Circular Features: Their modular design allows users to replace or upgrade parts, extending the product's lifespan and reducing e-waste. Fairphone also implements a take-back programme for old devices to ensure responsible recycling.
Why It's Circular: Fairphone challenges the tech industry by embedding circularity into its core business model, prioritising durability, repairability, and ethical sourcing.

Outdoor Buddies (SWE)
Outdoor Buddies rents out durable, sustainable outdoor gear with a focus on repairability and long-term usability.
Circular Features: The company offers a gear rental programme to promote sharing and reuse, reducing the need for frequent purchases. They also provide repair services to extend the lifespan of their products and use recycled or eco-friendly materials in their designs.
Why It's Circular: Outdoor Buddies challenges the outdoor gear industry by embedding circularity into its core business model, prioritising longevity, reuse, and responsible material sourcing to minimise environmental impact.

MATR (AUT)
MATR creates sustainable mattresses for hotel customers designed with a focus on circularity, using reusable materials.
Circular Features: MATR's mattresses are built to last, with modular designs that allow for easy repair, refurbishment, and recycling. They offer a leasing model that encourages customers to return items for refurbishment or reuse, ensuring resources remain in the loop.
Why It's Circular: MATR redefines the mattress and hospitality industry by embedding circular principles into every stage of its business model, from sustainable material sourcing to take-back programmes, promoting waste reduction and responsible consumption.

Lean ***"Born Circular"***
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Mastery

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Circular Business Action Canvas

A comprehensive list of actions that small and medium-sized businesses can take to transition into the circular economy, organized by principles such as Refuse, Reduce, Rethink, Redesign, Re-earth (Compost), Reuse, Repair, Refurbish, Remanufacture, Repurpose, Recycle, and Recover. Implementing these actions can help businesses effectively reduce waste, conserve resources, and create a more sustainable business model. While this list is not exhaustive, it aims to facilitate a quicker and more effective brainstorming and selection process for businesses committed to sustainability and the circular economy. It's time to create your own business case for circularity.

Business:

Drafted by:

Date:

Version:

Canvas Instructions:

1. Circle the top ten actions you are willing to explore for your business.
2. Evaluate your selection based on criteria such as impact, relevance, stakeholder acceptance, budget, and timing, and narrow it down to three actions you intend to implement within the next 12 months.
3. Create the timeline below to plan the implementation of your actions.

Refuse
Reduce
Rethink
Redesign
Re-earth (Compost)
Reuse
Repair
Refurbish
Remanufacture
Repurpose
Recycle
Recover

The resource hierarchy guides us in prioritising actions to conserve resources and minimise waste generation. The highest-ranked actions are the most preferable, and as one moves down the hierarchy, the options become increasingly less favourable. The preventative actions at the top should always be chosen over the waste management options at the bottom. Landfill and incineration (waste-to-energy) are not acceptable actions.

A curated list of **actionable circular strategies**, from **Refuse to Recover,** designed to help businesses **reduce waste, conserve resources,** and develop sustainable practices.

Refuse

1. **Avoid Hazardous Materials:** Refuse to use hazardous substances.
2. **Refuse Unnecessary Products:** Decline to stock products that don't align with sustainability goals.
3. **Green Procurement:** Refuse to purchase from non-sustainable suppliers.
4. **Plastic Reduction:** Minimize or eliminate single-use plastics.
5. **Refuse Business-as-usual:** Build courage to explore new business opportunities and explore the concept of circular business.
6. **Refuse to Create Waste:** Reject the current take-make-waste narrative and "design out waste".
7. **Refuse Overpackaging:** Avoid overpackaged products.
8. **Refuse Unsustainable Materials:** Refuse to use materials that are not sustainable.

Reduce

9. **Bulk Purchasing:** Purchase in bulk to reduce packaging waste.
10. **Cost Efficiency:** Highlight cost efficiency of reducing material usage. Reduce the out-take and use of virgin materials.
11. **Design for Durability:** Design products with longer lifespans.
12. **Digital Invoicing:** Switch to digital invoicing and reduce paper use.
13. **Eco-friendly Materials:** Opt for materials with lower environmental impact.
14. **Eco-friendly Transport:** Use bikes, public transportation, or electric or hybrid vehicles for business operations.
15. **Employee Training:** Train employees on waste reduction practices.
16. **Energy Conservation:** Reduce energy consumption through energy-saving practices.
17. **Energy Efficiency:** Invest in energy-efficient machinery and appliances.
18. **Energy Monitoring:** Implement energy monitoring systems to identify and reduce waste.
19. **Environmental Impact Assessments:** Conduct regular environmental impact assessments.
20. **Green Building:** Construct or renovate buildings using sustainable materials.
21. **Inventory Management:** Manage inventory to reduce overstock and waste.
22. **Lean Manufacturing:** Adopt lean manufacturing techniques to minimize waste.
23. **Minimal Packaging:** Use minimal and eco-friendly packaging.
24. **Optimize Resources:** Use resources more efficiently.
25. **Optimize Supply Chains:** Streamline supply chains to reduce waste.
26. **Paperless Office and Policies:** Adopt paperless office practices and implement paperless policies across the organization.
27. **Reduce Emissions:** Implement measures to reduce carbon emissions.
28. **Remote Work:** Encourage remote work to reduce office resource consumption.
29. **Smart Lighting:** Install smart lighting systems to reduce energy consumption.
30. **Sustainable Sourcing:** Source materials from sustainable and ethical suppliers.
31. **Transport Efficiency:** Optimize logistics to reduce fuel consumption.
32. **Virtual Meetings:** Use virtual meetings to reduce travel-related emissions.
33. **Waste Audits:** Conduct regular waste audits to identify reduction opportunities.
34. **Water Conservation and Efficiency:** Implement water-saving technologies and practices to enhance efficiency.

Rethink

35. **Business Models:** Explore new business models, such as product-as-a-service and repairs.
36. **Circular Design:** Integrate circular economy principles, such as "designing out waste" into product and service design.
37. **Circular Strategies:** Develop and implement circular economy strategies.
38. **Collaborate:** Partner with other businesses to create circular value chains.
39. **Consumer Education:** Educate consumers on sustainable consumption.
40. **Design for Disassembly:** Design products that can be easily disassembled.
41. **Eliminate Greenwashing:** Identify and remove any greenwashing practices within the business.
42. **Industrial Symbiosis:** Engage in industrial symbiosis by using waste from one process as input for another.
43. **Lifecycle Analysis:** Conduct lifecycle analysis to demonstrate circular business benefits.
44. **Lifecycle Thinking:** Adopt lifecycle thinking in product development.
45. **Policy Advocacy:** Promote the creation and implementation of policies and regulations at all levels to support businesses' transitions towards sustainability and the circular economy.
46. **Regulatory Compliance:** Ensure compliance with regulations for composting, reuse, repairs, refurbishment, remanufacture, recycling, and recovery.
47. **Sustainability Reports:** Publish annual sustainability reports.
48. **Sustainable Goals:** Set and communicate sustainability goals.
49. **Switching from Customers to Users:** Implement product-as-a-service solutions to shift the focus from one-time customers to long-term user relationships.
50. **Systems Thinking:** Apply systems thinking to identify circular opportunities.
51. **Transparent Communication:** Openly and authentically share the business's sustainability and circular development journey.
52. **Utilize Recycling as Last Resort:** Exhaust all other options higher up throughout the resource hierarchy before turning to recycling.

Redesign

53. **Closed-Loop Production:** Reintegrate waste materials into the manufacturing process, ensuring they remain in the loop for multiple cycles.
54. **Design for Take-Back:** Implement and promote take-back and refurbishment programs.
55. **Eco-Friendly Materials:** Use sustainable, reusable, recyclable, or biodegradable materials. Plan for the material's end-of-life to maintain sustainability.
56. **Energy Efficiency:** Design energy-efficient products.
57. **Lifecycle Analysis:** Assess and mitigate environmental impacts throughout the product lifecycle.
58. **Longevity and Quality:** Create durable, repairable products that can be easily disassembled at the end of their life.
59. **"Naked" or Minimalist Packaging:** Design products to function with no or minimal packaging.
60. **Modular Design:** Develop products with replaceable or upgradeable components.
61. **User-Centric Design:** Ensure the product meets the user's essential needs, beyond their wants and short-term reward triggers.

Re-earth (Compost)

62. **Community Composting:** Support local composting initiatives.
63. **Compost Bins:** Provide bins in common areas for easy composting.
64. **Compost Partnerships:** Donate excess compost to local farms or gardens.
65. **Compostable Products:** Use and promote compostable items such as packaging and utensils.
66. **Composting Facilities:** Set up on-site composting or partner with local services.
67. **Education and Awareness:** Inform staff and customers about composting benefits and proper disposal.
68. **Garden Integration:** Use compost and yard waste in company gardens or landscaping.

Reuse

69. **Asset Tracking:** Implement an asset tracking system to maximize reuse.
70. **Internal Reuse Programs:** Promote internal reuse of materials and products.
71. **Library of Things:** Create or join a "library of things" for borrowing equipment.
72. **Material Exchanges:** Participate in material exchange programs with other businesses.
73. **Modular Design:** Design products that can be easily disassembled and reused.
74. **Refillable Products and Refill Stations:** Offer products that can be refilled instead of replaced. Set up refill stations for products.
75. **Returnable Packaging:** Use returnable packaging for products.
76. **Reusable Bags:** Provide customers with reusable shopping bags.
77. **Reusable Cleaning Supplies:** Use reusable cleaning supplies and materials.
78. **Reusable Cutlery:** Provide reusable cutlery and cookware in the office.
79. **Reusable Decor:** Use reusable decorations for events.
80. **Reusable Office Supplies:** Use reusable office supplies and materials.
81. **Reusable Packaging:** Implement reusable packaging solutions.
82. **Reusable Pallets and Shipping Containers:** Use reusable pallets and containers for shipping.
83. **Reusable Water Bottles:** Encourage the use of reusable water bottles.
84. **Second-hand Products:** Use second-hand equipment, furniture, decor, garments and more.
85. **Upcycled Products:** Create products from upcycled materials.

Repair

86. **Customer Education:** Educate customers on the benefits of repairing products.
87. **Design for Repairability:** Design products that are easy to repair.
88. **DIY Repair Videos:** Create DIY repair videos for staff and customers.
89. **In-House Repairs:** Perform in-house repairs for returned products.
90. **Incentivize Repairs:** Offer incentives for customers who repair products.
91. **Local Repair Shops and Partnerships:** Support and collaborate with local repair shops and services.
92. **Repair Cafés and Events:** Host repair cafés, workshops, and events to promote product repair.
93. **Repair Kits:** Sell repair kits for your products.
94. **Repair Manuals:** Offer repair manuals for your products.
95. **Repair Networks:** Build a network of repair professionals.
96. **Repair Platforms:** Use online platforms to connect customers with repair services.
97. **Repair Services:** Offer repair services for products.
98. **Repair Training:** Train employees and customers on repair skills.
99. **Repair-Friendly Policies:** Implement repair-friendly return and exchange policies.
100. **Spare Parts:** Provide easy access to spare parts for products.
101. **Subscription Repairs:** Offer subscription services for regular maintenance and repairs.
102. **Warranty Extensions:** Offer extended warranties to encourage repair over replacement.
103. **Repair Tool Libraries:** Create or join a tool library for repair tools.

Refurbish

104. **Bulk Refurbishment:** Offer bulk refurbishment services for businesses.
105. **Certification:** Certify refurbished products to ensure quality.
106. **Consumer Education:** Educate consumers on the value of refurbished products.
107. **Corporate Refurbishment:** Refurbish office equipment and furniture.
108. **Custom Refurbishment:** Provide customization options for refurbished products.
109. **Donation:** Donate refurbished products to charities or non-profits.
110. **Extended Lifespan:** Promote the extended lifespan of refurbished products.
111. **Partner with Refurbishers:** Partner with refurbishing companies.
112. **Quality Checks:** Implement strict quality checks for refurbished items.
113. **Refurbish for Resale:** Refurbish returned products for resale.
114. **Refurbished Leasing:** Lease refurbished products to customers.
115. **Refurbished Marketplace:** Create a marketplace for refurbished goods.
116. **Refurbished Promotions:** Promote refurbished products alongside new ones.
117. **Refurbishment Programs:** Establish refurbishment programs for used products.
118. **Trade-In Programs:** Offer trade-in programs for old products.
119. **Upgrade Services:** Offer upgrade services as part of refurbishment.

Remanufacture

120. **Circular Supply Chains:** Create circular supply chains for remanufactured products.
121. **Collaboration:** Collaborate with other businesses for remanufacturing opportunities.
122. **Component Recovery:** Recover and reuse components in remanufacturing.
123. **Customer Assurance:** Provide warranties and guarantees for remanufactured products.
124. **Innovation:** Innovate to improve remanufacturing processes.
125. **Market Expansion:** Expand markets for remanufactured products.
126. **Marketing Remanufactured Goods:** Market remanufactured goods to customers.
127. **Product Design:** Design products with remanufacturing in mind.
128. **Remanufactured Certification:** Certify remanufactured products.
129. **Return Programs:** Implement product return programs for remanufacturing.
130. **Reverse Logistics:** Develop reverse logistics systems for remanufactured goods.
131. **Standardized Processes:** Develop standardized remanufacturing processes.
132. **Training Programs:** Train staff in remanufacturing techniques.

Repurpose

133. **Art and Design:** Use waste materials in art and design projects.
134. **Community Projects:** Donate materials to community projects for repurposing.
135. **Creative Reuse:** Find creative ways to repurpose waste materials.
136. **DIY Projects:** Encourage DIY projects that repurpose old items.
137. **Furniture Repurposing:** Repurpose old furniture for new uses.
138. **Repurpose Packaging:** Find new uses for old packaging materials.
139. **Repurpose Products:** Repurpose products for different uses at the end of their lifecycle.
140. **Resource Exchange:** Participate in resource exchange programs.
141. **Upcycle:** Upcycle materials into new products.

Recycle *(when all other options are exhausted)*

142. **Closed-Loop Recycling:** Aim for closed-loop recycling systems, eliminate down-cycling.
143. **Employee Training:** Train employees on proper recycling practices.
144. **Partner with Recyclers:** Partner with certified recycling companies.
145. **Recycle Construction Waste:** Recycle waste from construction and renovation projects.
146. **Recycle Electronics:** Recycle electronic waste responsibly.
147. **Recycle Office Supplies:** Recycle office supplies like paper, toner cartridges, and electronics.
148. **Recycle Packaging:** Use recyclable packaging materials.
149. **Recycling Bins:** Provide clearly labelled recycling bins in the workplace.
150. **Recycling Programs:** Implement comprehensive recycling programs.
151. **Waste Segregation:** Ensure proper segregation of waste materials.

Recover *(when all other options are exhausted, some of these options are problematic and regarded as unacceptable by key actors)*

152. **Bioenergy Production:** Convert organic waste into bioenergy.
153. **Chemical Recovery:** Recover chemicals from waste streams for reuse.
154. **Collaborate on Recovery:** Partner with other businesses to enhance recovery processes.
155. **Energy Recovery:** Use waste-to-energy technologies to recover energy from waste.
156. **Heat Recovery:** Install systems to recover heat from industrial processes.
157. **Invest in Technology:** Invest in technologies that improve recovery efficiency.
158. **Material Extraction:** Extract valuable materials from waste streams.
159. **Nutrient Recovery:** Recover nutrients from agricultural or food waste.
160. **Resource Recovery:** Implement resource recovery systems for water and materials.

Other: _____

Implementation timeline with milestones

Month 1 | Month 2 | Month 3 | Month 4 | Month 5 | Month 6 | Month 7 | Month 8 | Month 9 | Month 10 | Month 11 | Month 12

More inspiration: https://zerowasteeurope.eu/2019/05/a-zero-waste-hierarchy-for-europe/, https://www.thegoodtribe.com/blog/2019/1/the-12-rs-of-zero-waste, https://www.zerowaste.com/blog/what-is-zero-waste-a-guide-to-resource-recovery-and-conservation/, https://www.missionzeroacademy.eu/our-zero-waste-business-certification/, https://true.gbci.org

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THE GOOD TRIBE

Lean Circular

Business Model Canvas

Business:

Date:

Designed by:

Version:

A simple **template** providing **additional space** to expand on your **canvas inputs and ideas.**

Circular Problem	Circular Solution	Circular Value Proposition	Unfair Advantage	Customer Segments
Existing Alternatives	**Circular Metrics**	**Circular Design**	**Loops & Ecosystem Opportunities**	**Channels & Early Adopters**
My business is committed to...	**Purpose & Impact**	**Cost structure**	**Revenue streams**	**Transition Plan**

The Lean Impact Entrepreneur Business Model Canvas © 2025 by Evelina Lundqvist is licensed under CC BY 4.0 | Version 1.0
Inspired by Alex Osterwalder's Business Model Canvas, with adaptations from Ash Maurya's Lean Canvas.

THE GOOD TRIBE

Circular Business Development

Implementation Canvas

Business:

Date:

Designed by:

Version:

Plan and track your transition to circular strategies by **outlining actions, addressing challenges,** and mapping **short- and long-term goals.**

This is what we're going to do:

Describe the new business strategy, services or products:

Challenges & Contingencies

- What obstacles might arise (e.g., supply chain issues, customer resistance)?
- What mitigation strategies or contingency plans will you put in place?

Key Performance Indicators (KPIs)

- What metrics will track your progress and success?
- When and what milestones will you celebrate to maintain momentum?

Accountability

- Who is responsible for each key task?
- What resources (budget, time, expertise) and support do they need to succeed?

Short-Term Actions

- What are the critical steps to take in the next 3–6 months?
- What quick wins can be implemented to showcase immediate progress?

Medium- to Long-Term Actions

- What are the longer-term actions needed to embed circularity over the next 1–3 years?
- How will these steps build on your short-term successes?

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Circular Business Development

Milestone Canvas

Business:

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Date:

Version:

Map out milestones, address open questions, and create a clear **roadmap** for achieving circular economy objectives.

MILESTONE ROADMAP

When will you implement each milestone?

2025

2026

2027

OPEN QUESTIONS

What are the key questions, both large and small, that need answers to move forward?

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Circular Business Development

Stakeholder Prioritisation Canvas

This process and canvas is designed to help businesses identify, categorise, and map key stakeholders who influence or are influenced by the organisation's transition to circular economy practices. It includes their roles, interests, and potential contributions to or barriers against the circular transition.

How to Use the Stakeholder Prioritisation Canvas

1. Identify and list stakeholders, noting their name, influence level, interest level, and type.
2. Prioritise stakeholders based on their interest and influence.
3. Define engagement strategies, opportunities, barriers, monitoring methods, and assign responsibilities for each stakeholder.

Circular Business Development

Stakeholder Prioritisation Canvas

Business: **Date:**

Designed by: **Version:**

	Stakeholder Name	Influence...	Interest Level	Engagement Strategy	Barriers	Opportuniti...	Monitoring...	Review...	Responsible	Type	

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Circular Business Development

Stakeholder Prioritisation Canvas

Business: **Date:**

Designed by: **Version:**

Map stakeholders based on their **level of influence** and **level of interest** in the circular transition.

Map ideas based on their **level of impact** and **level of feasibility** to prioritise circular innovations effectively.

Level of Influence

Determine how much power or control a stakeholder has to shape or impact the success of your circular transition.

High Influence: Stakeholders who can significantly influence decisions, processes, or outcomes (e.g., regulators, key suppliers).
Low Influence: Stakeholders with limited ability to affect the circular transition but who may still play a supportive role.

Level of Interest

Assess how engaged or invested a stakeholder is in the circular transition.

High Interest: Stakeholders who are actively invested in circular goals and willing to support initiatives (e.g., sustainability-conscious customers).
Low Interest: Stakeholders with minimal engagement or awareness of circular goals, requiring communication to build interest.

Level of influence in the circular transition

High Influence, Low Interest: Engage and inform to build their interest in supporting circular goals.	**High Influence, High Interest:** Priority stakeholders to involve actively in decision-making.
Low Influence, Low Interest: Monitor occasionally to ensure alignment with overall goals.	**Low Influence, High Interest:** Keep informed and leverage their enthusiasm for specific initiatives.

Level of interest in the circular transition

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Circular Business Development

Circular Messaging Canvas

Craft clear and impactful messaging about your circular journey, aligning **communications** with **brand values** and stakeholder expectations.

Business:

Date:

Designed by:

Version:

Core Message

Overarching Message

- What is the main message you want to communicate about your circular journey?
- How does it reflect your commitment to sustainability and innovation?

Brand Alignment

- How does this message connect with your brand's existing values, mission, and vision?
- How will it differentiate your business in the market?

Stakeholder-Specific Messaging

Customers

- How will your circular products or services improve their experience or meet their needs?
- How can you emphasise benefits such as cost savings, quality, durability, or environmental impact?

Suppliers

- What specific changes do you need from suppliers (e.g., sustainable materials, better packaging)?
- How can you position these changes as beneficial for their business (e.g., stronger partnerships, compliance with regulations)?

Partners

- How can collaboration with your business drive mutual benefits (e.g., co-branding, shared innovation, measurable impact)?
- What incentives can you offer to encourage active collaboration?

Employees

- :How can your circular economy initiatives inspire and engage your team?
- How will you involve employees as ambassadors of your circular messaging?

Regulators & Government Bodies

- How does your circular journey align with regulatory requirements or government sustainability goals?
- What data or case studies can you provide to showcase compliance and leadership?

Key Platforms:

- What communication channels will you prioritise (e.g., social media, email newsletters, press releases, website content)?
- Are there opportunities to use offline channels (e.g., events, trade shows)?

Tone & Style

- How will you tailor your tone for different audiences (e.g., professional for partners, engaging for customers)?
- How can you ensure consistency while adapting the message to each stakeholder?

Visual Storytelling

- What visuals will make your messaging more compelling (e.g., infographics, videos, before-and-after images)?
- Can you create storytelling elements like customer testimonials or employee stories?

Data and Metrics

- What measurable outcomes will strengthen your credibility (e.g., carbon savings, waste reductions, recycling rates)?
- How will you measure the effectiveness of your messaging (e.g., engagement rates, stakeholder feedback)?
- How often will you review and update your messaging to align with progress in your circular journey?

Engagement Tactics

- How will you encourage two-way communication (e.g., surveys, forums, social media engagement)?
- Can you create opportunities for stakeholders to co-create or participate in your circular initiatives (e.g., take-back schemes, workshops)?

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How to Use the *Circular Business Development* ***KPI Brainstorming Canvas***

Identify and select Key Performance Indicators to **track progress, monitor effectiveness,** and drive **continuous improvement** in circular initiatives.

Follow these steps to use the Circular KPI Brainstorming Canvas it effectively:

1: Review the KPI Categories

The canvas is divided into eight categories:

- Customer Engagement KPIs
- Economic Impact KPIs
- Employee Engagement KPIs
- Environmental Impact KPIs
- Innovation KPIs
- Operational Performance KPIs
- Policy & Compliance KPIs
- Supplier & Partner Engagement KPIs

Familiarise yourself with the KPIs listed under each category. These cover various aspects of circular business development.

2: Identify Relevant KPIs

- Review each KPI and consider its relevance to your business operations, goals, and industry.
- Mark the KPIs that align with your circular economy initiatives, using a checkmark, colour code, or highlighting system.

3: Prioritise Key Areas

- Focus on the categories that are most critical to your business's transition to circularity (e.g., Customer Engagement, Environmental Impact).
- Identify which KPIs will provide the most meaningful insights into your progress.

4: Add Custom KPIs (If Needed)

- If a specific KPI is not listed but is important for your business, add it under the appropriate category.
- For example, you might include a KPI related to your business's unique product lifecycle or supply chain operations.

5: Set Baselines and Targets

- For each selected KPI, establish a baseline (current performance) and a target (desired performance).
- **Example:** *"Tonnes of waste diverted from landfill: Current = 50 tonnes/year, Target = 100 tonnes/year."*

6: Revisit and Refine

- Use this canvas as a brainstorming tool early in your circular economy journey.
- Once you've worked on other canvases or gathered more data, revisit this canvas to refine your KPI selections and track your progress.

Tips for Success

Involve Stakeholders: Collaborate with team members, suppliers, and customers to ensure a comprehensive view of potential KPIs.
Start Small: Begin by tracking a manageable number of KPIs and expand as your circular initiatives grow.
Consider Nature as a Stakeholder: When selecting KPIs, ask how they contribute to regenerating natural systems and reducing environmental impact.

Circular Business Development

KPI Brainstorming Canvas

Business: **Date:**

Designed by: **Version:**

Customer Engagement KPIs

Customer Awareness:
- % of customers aware of your circular economy initiatives (via surveys).
- Engagement rates on circularity-related content (e.g., social media, newsletters).

Customer Retention:
- % increase in customer retention linked to circular offerings.
- % of repeat customers for leasing or product-as-a-service models.

Feedback and Satisfaction:
- Customer satisfaction score for circular products/services.
- Number of positive testimonials highlighting circular benefits.

Economic Impact KPIs

Cost Savings:
- Cost savings from waste reduction/recycling initiatives (€).
- % cost reduction from implementing circular sourcing.

Revenue Growth:
- % growth in revenue attributed to circular offerings.
- New revenue streams from take-back, leasing, or repair services.

Employee Engagement KPIs

Training & Awareness:
- % of employees trained on circular economy principles.
- Number of circularity-related workshops conducted annually.

Employee Contributions:
- Number of employee ideas implemented to improve circularity.
- Participation rate in internal sustainability programmes (%).

Environmental Impact KPIs

Material Efficiency:
- % of raw materials that are reused or recycled.
- Reduction in virgin material usage (%).

Waste Reduction:
- Tonnes of waste diverted from landfill/incineration/dispersion compared to the baseline year.
- % reduction in waste per product unit.
- % of waste recycled/reused internally or externally.

Carbon Footprint Reduction:
- CO_2 emissions avoided through circular practices (in tonnes).
- % reduction in emissions compared to the baseline year.

Water Efficiency:
- % reduction in water consumption per product/service.
- % of water reused/recycled in operations.

Innovation KPIs

Circular Design and Innovation:
- % of R&D budget allocated to circular product design.
- Number of new products/services launched with circular features.

Technology Integration:
- % of operations supported by circularity-enabling technologies (e.g., tracking tools for reverse logistics).

Operational Performance KPIs

Product Durability:
- Average lifespan of products (in years).
- % of products returned for repairs/upgrades.

Reverse Logistics Efficiency:
- % of returned products successfully refurbished or resold.
- Average time taken to process returned goods.

Circular Product Lines:
- % of revenue from circular products/services.
- % of total product portfolio designed for circularity (e.g., modular, recyclable).

Policy & Compliance KPIs

Regulatory Adherence:
- % compliance with relevant circular economy regulations (e.g., EU directives).
- Number of certifications achieved (e.g., ISO 14001, ISO 26000).

Sustainability Reporting:
- % of required circular metrics included in annual reports.
- % improvement in circularity scores year over year.

Supplier & Partner Engagement KPIs

Circular Collaboration:
- % of suppliers providing circular materials or services.
- Number of new partnerships formed for circular initiatives.

Supply Chain Efficiency:
- % of supply chain operations redesigned for circularity (e.g., closed-loop systems).
- Reduction in packaging waste from suppliers (%).

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How to Use the *Circular Business Development* ***Circular Culture Canvas***

Follow these steps to use the Circular Culture Canvas effectively:

1: Assess Organisational Readiness

- Begin by evaluating your current organisational culture.
- Use the prompts under each category (e.g., Leadership, Communication) to identify existing strengths and areas that need improvement.
- Reflect on how your current culture aligns with circular economy principles.

2: Collaborate Across Teams

- Involve employees from various levels and departments to provide diverse perspectives.
- Encourage open discussions about challenges, opportunities, and cultural shifts needed for circularity.

3: Identify Key Areas for Development

- **Review the categories and prioritise those most critical to your circular transition:**
- **Core Understanding:** Do employees and leaders fully grasp the importance of circularity?
- **Leadership:** Are ethical and informal leaders positioned to drive change?
- **Communication and Transparency:** Are systems in place for clear and transparent communication?

4: Develop Actionable Strategies

For each category, outline steps to address gaps and leverage strengths:

- **Training and Education:** Plan programmes to build understanding of circular economy principles.
- **Knowledge Retention:** Establish systems to document and share circular practices.
- **Change Management:** Design strategies to support employees and address resistance.

Assess and develop a supportive **organisational culture** for circularity, focusing on **leadership, engagement, inclusivity,** and **innovation.**

5: Incorporate Inclusivity and Innovation

- Use the Diversity and Inclusion and Innovation and Creativity sections to foster new ideas and perspectives.
- Ask how you can create opportunities for collaboration, creative problem-solving, and inclusive decision-making.

6: Monitor and Reflect

- Use the Questions for Reflection section to continuously evaluate progress:
- How are circular culture initiatives contributing to employee engagement and wellbeing?
- Are feedback mechanisms in place to adapt strategies and celebrate milestones?

7: Align Culture with Circular Goals

- Ensure that all initiatives align with broader organisational and circular economy goals.
- Use the Organisational Alignment section to identify cultural shifts needed to embed circularity fully.

Tips for Success

Start Small: Focus on one or two categories first to build momentum.
Empower Informal Leaders: Identify and support “change agents” who can inspire others.
Celebrate Success: Recognise achievements to reinforce positive behaviours and encourage further engagement.
Consider Nature as a Stakeholder: When building your circular culture, ask how decisions impact ecosystems and natural resources.

Circular Business Development

Circular Culture Canvas

Business:

Date:

Designed by:

Version:

Core Understanding

Deep Understanding of Relevance:
- How can employees and leadership develop an in-depth understanding of the importance and materiality of circular economy principles?
- What educational initiatives or training programmes are needed?

Leadership

Ethical Leadership:
- What leadership principles will reinforce sustainable decision-making?

Informal Leadership and Change Agents:
- Who are the informal leaders or "change agents" within your organisation?
- How can they champion circular initiatives and influence others?

Access to Talent and Knowledge

Access to Skills and Expertise:
- What skills or expertise are required for a successful circular transition?
- How can you attract, retain, and develop talent in these areas?

Knowledge Sharing and Retention:
- What systems are in place to share knowledge across teams?
- How will you preserve institutional knowledge related to circularity?

Communication and Transparency

Internal Communication:
- How can you ensure employees are informed and engaged in circular initiatives?
- Are there transparent channels to communicate progress and challenges?

Transparency in Operations:
- How will you maintain organisational openness about goals, strategies, and outcomes?

Change Management

Change Management Strategies:
- What steps will you take to manage resistance to change?
- How can you support employees and leadership in adapting to new circular practices?

Organisational Culture and Readiness:
- Is your current culture open to change and innovation?
- What adjustments are needed to build readiness for circular transitions?

Diversity and Inclusion

Inclusive Practices:
- How will you ensure diverse perspectives are included in circular decision-making?
- How can you leverage diversity to foster creativity and innovation in sustainability?

Innovation and Creativity

Fostering Innovation:
- How can you encourage creative problem-solving for circular challenges?
- What processes or tools will you use to generate and test new ideas?

Employee Wellbeing

Wellbeing and Mental Health:
- How will circular initiatives contribute to or support employee wellbeing?
- What measures are in place to address mental health and workplace stress?

9. Organisational Alignment

Culture and Circularity Alignment:
- How aligned is your organisational culture with circular economy principles?
- What cultural shifts are needed to fully embed circularity?

Questions for Reflection

- How do we recognise and celebrate success in building a circular culture?
- What feedback mechanisms will ensure continuous improvement in employee engagement?
- How will we balance short-term goals with long-term cultural transformation?

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How to Use the Policy & Regulation Checklist for Circular Economy Compliance (EU)

A practical tool for **navigating EU circular economy regulations, ensuring compliance,** and identifying improvement areas across multiple **policy categories.**

Follow these steps to use the Policy & Regulation Checklist for Circular Economy Compliance (EU):

1: Understand the Scope of the Checklist
This checklist covers five key categories:

1. **General Circular Economy Compliance**: Foundational principles and strategies.
2. **EU-Specific Regulations**: Policies like the CSRD, Waste Framework Directive, and more.
3. **Product-Specific Regulations**: Guidelines for product design, safety, and lifecycle management.
4. **Environmental Management Standards**: ISO certifications and operational standards.
5. **Climate and Energy Regulations**: Obligations related to emissions, energy efficiency, and renewable energy.

2: Assess Your Current Compliance

- **Review Each Category**: Work through the questions in each section and evaluate your business's compliance level.
- **Document Gaps**: Identify areas where additional action is required to meet regulatory standards.
- **Prioritise**: Focus on high-impact regulations and those with legal deadlines.

3: Assign Responsibilities

- **Team Accountability**: Assign specific team members to monitor and manage compliance for relevant regulations.
- **Collaboration**: Engage with suppliers, industry bodies, and partners to align compliance efforts across the value chain.

4: Create an Action Plan

- Develop a step-by-step plan to address gaps and improve compliance.
- Use the Monitoring and Updates section to set a schedule for reviewing regulatory changes.

5: Leverage Resources and Expertise

- Reference industry guidelines and EU websites to stay informed.
- Consider external support, such as consultants or legal advisors, for complex compliance areas.

6: Reflect and Improve

- Use the Questions for Reflection section to evaluate your progress and adapt your approach.
- How are compliance efforts contributing to your circular economy goals?
- What successes can you celebrate, and where can you improve?

This checklist is a living document. Revisit it regularly to track your progress, adapt to changes, and ensure your business remains compliant and competitive in the circular economy landscape.

Tips for Success

Stay Proactive: Policies evolve rapidly. Schedule regular reviews of the European Commission's website and related resources.
Integrate Compliance into Strategy: Align regulatory adherence with broader circular economy objectives for a cohesive approach.
Communicate Progress: Share achievements with stakeholders to build trust and showcase your commitment to circularity.

Policy & Regulation Checklist
Circular Economy Compliance (EU)

Business: **Date:**

Designed by: **Version:**

General Circular Economy Compliance	EU-Specific Regulations	Product-Specific Regulations	Environmental Management Standards	Climate and Energy Regulations
Familiarity with Circular Economy Principles: • Is your business familiar with the overarching circular economy regulations and principles applicable to your industry and country? **Adherence to Circular Economy Strategies:** • Have you integrated principles such as waste minimization, recycling, and resource efficiency into your operations?	**Corporate Sustainability Reporting Directive (CSRD):** • Are you preparing for or compliant with CSRD requirements for reporting sustainability-related impacts? • Have you conducted a materiality assessment to identify key environmental and social risks? • Are your reporting processes aligned with the European Sustainability Reporting Standards (ESRS)? **Waste Framework Directive (2008/98/EC):** • Do you comply with waste hierarchy principles (prevention, reuse, recycling)? • Are you accurately reporting waste generation and management data? • Have you implemented measures to encourage waste reduction within your supply chain? **Packaging and Packaging Waste Directive (2018/852):** • Are your packaging materials designed for reuse or recyclability? • Do you meet the mandatory recycling targets for your packaging materials? • Are you reporting packaging waste to the relevant authorities? **Extended Producer Responsibility (EPR) Frameworks:** • Are you fulfilling obligations to take responsibility for end-of-life management of your products? • Have you implemented take-back or recycling schemes for your products? **Single-Use Plastics Directive (2019/904):** • Have you phased out banned single-use plastic products? • Are you meeting labelling, collection, and recycling targets for plastic products?	**Eco-Design Directive (2009/125/EC):** • Are your products designed for energy efficiency and sustainability? • Do you comply with circular economy-related requirements for product durability, repairability, and recyclability? **REACH Regulation (EC 1907/2006):** • Are your materials free from hazardous substances regulated under REACH? • Have you conducted assessments for material safety and sustainability?	**ISO 14001 Certification:** • Have you implemented an Environmental Management System (EMS) to align with ISO 14001 standards? **ISO 26000 Guidelines:** • Are you adhering to the social responsibility guidelines outlined in ISO 26000? **Circular Economy-Specific ISO Standards:** • Are you aware of and complying with new circular economy ISO standards (e.g., ISO 59010)?	**EU Emissions Trading System (EU ETS):** • Are you participating in the EU ETS, if applicable? • Have you set emission reduction targets? **Renewable Energy Directive (2018/2001):** • Are you meeting renewable energy obligations for your operations?

Waste and Resource Management	Social and Ethical Standards	Industry-Specific Compliance	Monitoring and Updates	Questions for Reflection
Waste Electrical and Electronic Equipment (WEEE) Directive: • Are you managing end-of-life electronics through proper recycling schemes? **Batteries Directive (2006/66/EC):** • Are you managing battery disposal in compliance with EU regulations? **Landfill Directive (1999/31/EC):** • Are you minimising waste sent to landfills and reporting accurately?	• Are you adhering to human rights, labour laws, and diversity policies under EU directives? • Have you established ethical sourcing practices for materials and partnerships?	• Have you reviewed circular economy regulations specific to your industry (e.g., construction, agriculture, textiles)? • Are you working with industry bodies to stay updated on sector-specific changes?	• Do you regularly monitor updates to EU and local regulations related to the circular economy? • Have you assigned responsibility within your team for regulatory compliance?	• How do we recognise and celebrate success in building a circular culture? • What feedback mechanisms will ensure continuous improvement in employee engagement? • How will we balance short-term goals with long-term cultural transformation?

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Policies and regulations in the EU and globally are evolving rapidly. Regularly check the European Commission's website and other relevant sources to stay informed.

Mastery!

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How to Use the *Circular Business Development* ***Lifecycle Assessment Canvas***

This worksheet is a simplified tool to help businesses prepare for evaluating the environmental and social impacts of a product or service across its entire lifecycle—from raw material extraction to end-of-life disposal.

It highlights key impacts and identifies opportunities for improvement, offering a structured approach to assess each phase of the lifecycle. The worksheet can be applied to both existing and new products or services, providing a broad overview to guide initial analysis.

For a detailed and robust lifecycle assessment, specialised tools and methodologies are required. These include standards such as **ISO 14040** (principles and framework for LCAs) and **ISO 14044** (detailed requirements for conducting LCAs), as well as established methods like the **Environmental Footprint Methodology (EF)**—encompassing the **Product Environmental Footprint (PEF)** and **Organisation Environmental Footprint (OEF)**—and the **GHG Protocol: Life Cycle Accounting and Reporting Standard**.

Using these or similar tools ensures a comprehensive and accurate evaluation.

Preparing for a Lifecycle Assessment: Key Questions for the Team

Understanding the Basics:

- What is the purpose of the LCA, and what decisions will it inform?
- Which LCA methodology should we use (e.g., ISO 14040/14044, PEF, GHG Protocol)?
- What are the key terms and concepts (e.g., functional unit, system boundaries)?

Defining Scope and Scale:

- What is the optimal scope (cradle-to-grave, cradle-to-gate)?
- Should the analysis focus on a product, process, or the entire organisation?
- What geographic and temporal boundaries are relevant?

Data Requirements:

- What data is required (e.g., material flows, energy use, emissions)?
- Where will we source this data (e.g., internal records, suppliers, LCA databases)?
- How will we address gaps in data availability or quality?

Team Preparation:

- What LCA tools or software should the team learn to use (e.g., SimaPro, GaBi, OpenLCA)?
- What training or expertise does the team need before starting?
- Who will be responsible for data collection, analysis, and reporting?

Stakeholder Involvement:

- Who needs to be involved (e.g., suppliers, customers, internal departments)?
- How will stakeholders contribute to or benefit from the assessment?

Impact Focus:

- What environmental categories are most relevant (e.g., carbon footprint, water use, waste)?
- Should we include social impacts or focus solely on environmental metrics?

Outcomes and Goals:

- What are the expected outcomes (e.g., recommendations, benchmarks)?
- How will results be communicated internally and externally?

Circular Business Development

Lifecycle Assessment Canvas

Business: **Date:**

Designed by: **Version:**

Lifecycle Stages

A. Raw Material Extraction
- What materials are used in the product?
- Are the materials virgin, reused, or renewable?
- What is the environmental impact of sourcing these materials (e.g., energy use, habitat disruption)?

Environmental Impact Areas:
- Carbon emissions from extraction
- Resource depletion
- Habitat disruption

Social Impact Areas:
- Worker safety and fair labour conditions
- Community displacement or job creation
- Transparency in sourcing practices

B. Manufacturing & Production
- What processes are involved in manufacturing the product?
- Are production methods energy-efficient?
- Are there waste or by-products generated during production?

Environmental Impact Areas:
- Energy and water usage.
- Emissions and waste generated
- Use of hazardous substances

Social Impact Areas:
- Worker health and safety.
- Diversity in hiring practices
- Ethical working conditions

C. Distribution & Logistics
- How is the product transported to customers?
- What is the distance and mode of transportation (e.g., road, air, sea)?
- How is the product packaged?

Environmental Impact Areas:
- Carbon emissions from transport
- Packaging waste
- Opportunities for localised production

Social Impact Areas:
- Fair treatment of delivery workers
- Community impact of transportation hubs
- Accessibility of distribution networks

D. Use Phase
- How is the product used by customers?
- Does it consume energy or resources during use?
- What is the average lifespan of the product?

Environmental Impact Areas:
- Energy consumption during use.
- Product durability and repairability.
- Waste from inefficient product use.

Social Impact Areas:
- Accessibility and affordability of products
- Cultural sensitivity in design
- Customer education on sustainable usage

E. End-of-Life / input into the next loop
How is the product currently disposed of at the end of its life? How is the product currently prepared for the next loop?
- Can it be recycled, refurbished, or reused?
- Are there systems in place for take-back or responsible disposal?

Environmental Impact Areas:
- Waste generated, landfill, inspiration and dispersion use
- Recycling and reuse rates
- Environmental harm from improper disposal

Social Impact Areas:
- Jobs created in recycling or refurbishment
- Ethical waste disposal practices
- Accessibility of take-back programs

Opportunities for Improvement

Explore strategies to minimise environmental and social impact:
- **Raw Material Substitution:** Use renewable or reused materials.
- **Process Optimisation:** Enhance energy and resource efficiency.
- **Design Innovations:** Develop durable, repairable, or modular products.
- **Logistics Changes:** Streamline transportation and adopt eco-friendly packaging.
- **Circular Strategies:** Launch take-back schemes or refurbish products for resale.
- **Fair Labour Practices:** Partner with suppliers who ensure fair wages and safe conditions.
- **Community Development:** Support local economies through sourcing and partnerships.
- **Customer Education:** Inform customers about the benefits of circular products.

Summary Assessment

Key Environmental Metrics:
- Carbon emissions per product unit
- % of materials that are recycled or renewable
- Waste reduction potential (tonnes/year)

Key Social Metrics:
- % of suppliers adhering to fair labour practices
- Number of jobs created through circular initiatives (e.g., refurbishment, recycling)
- Customer satisfaction or awareness of circular offerings

Overall Score:
- Rate the lifecycle impact on a scale (e.g., Low, Medium, High)

Action Plan

For each lifecycle stage:
- **Key Actions:** Specific measures to reduce environmental and social impact.
- **Timeline:** Expected timeframe for implementation.
- **Responsible Team/Person:** Accountability for executing actions. Include team members responsible for both environmental and social outcomes.

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