



To adopt a strategy that is both regenerative and virtuous, it is important to understand the photography of the existing with future tensions, market opportunities and the key needs of users and ecosystems.

This is why we created the value chain canvas. It will help you to synthesize and prioritize future challenges from a macroeconomic point of view, in a circular and regenerative economy dynamic.

With this tool, you will do a complete diagnosis with key market information from the point of view of resources, end users, actors, technologies or policy and legal, over the entire value chain.



1. Gather your employees around a table. Define the scope of the analysis, specifying the product or service market, one key resource in the value chain and a geographical area.

1. Look for key information on the following areas: end users, policy & regulations, technologies, resources and competition. Invite each participant to collect relevant information on a draft on their own.

2. Share all the information collected by the participants and add it to the canvas by first sorting through threats, opportunities and key data. Place the information at the stage of the relevant value chain(s) (design, material selection, production, distribution, use, repair, end-of-use collection and next use).

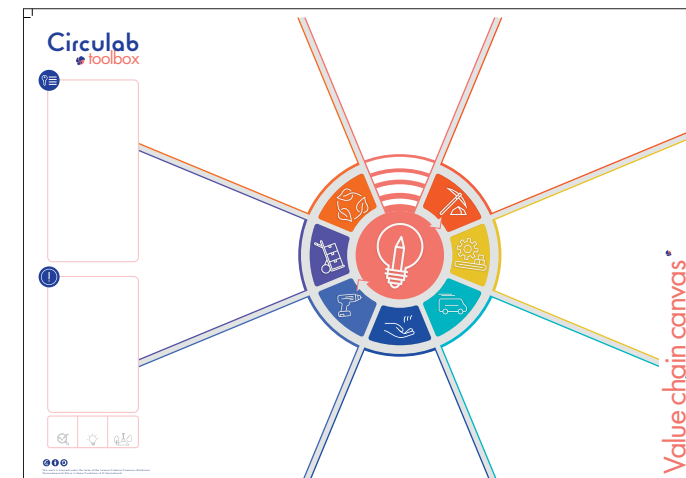
3. Once your picture ready, you can formulate your challenges by completing the following question «How might we...?»

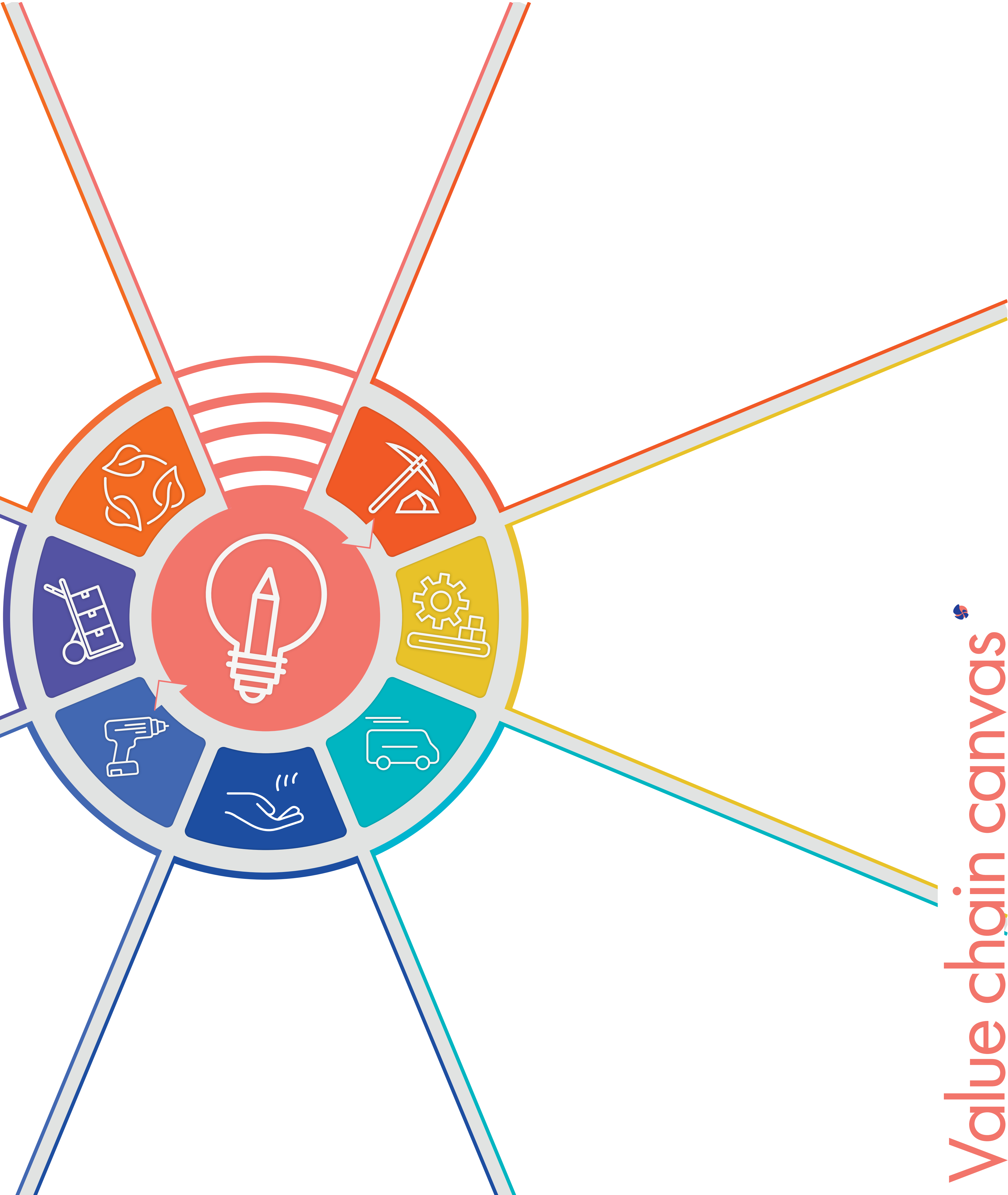


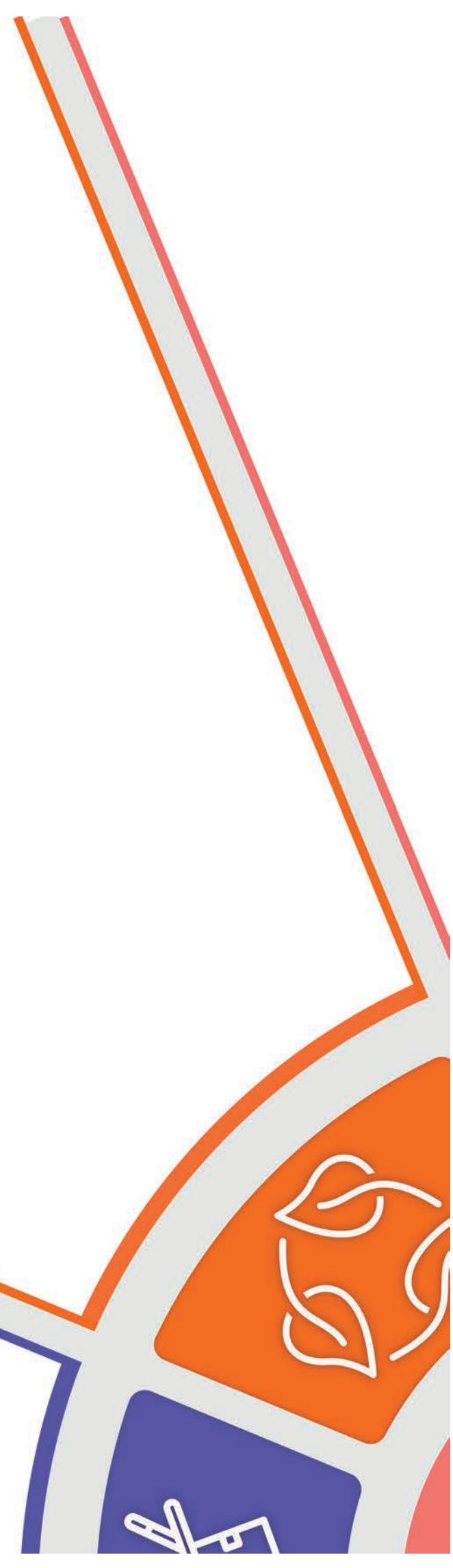
With the challenges identified, you must now evaluate them to determine which ones to prioritize:

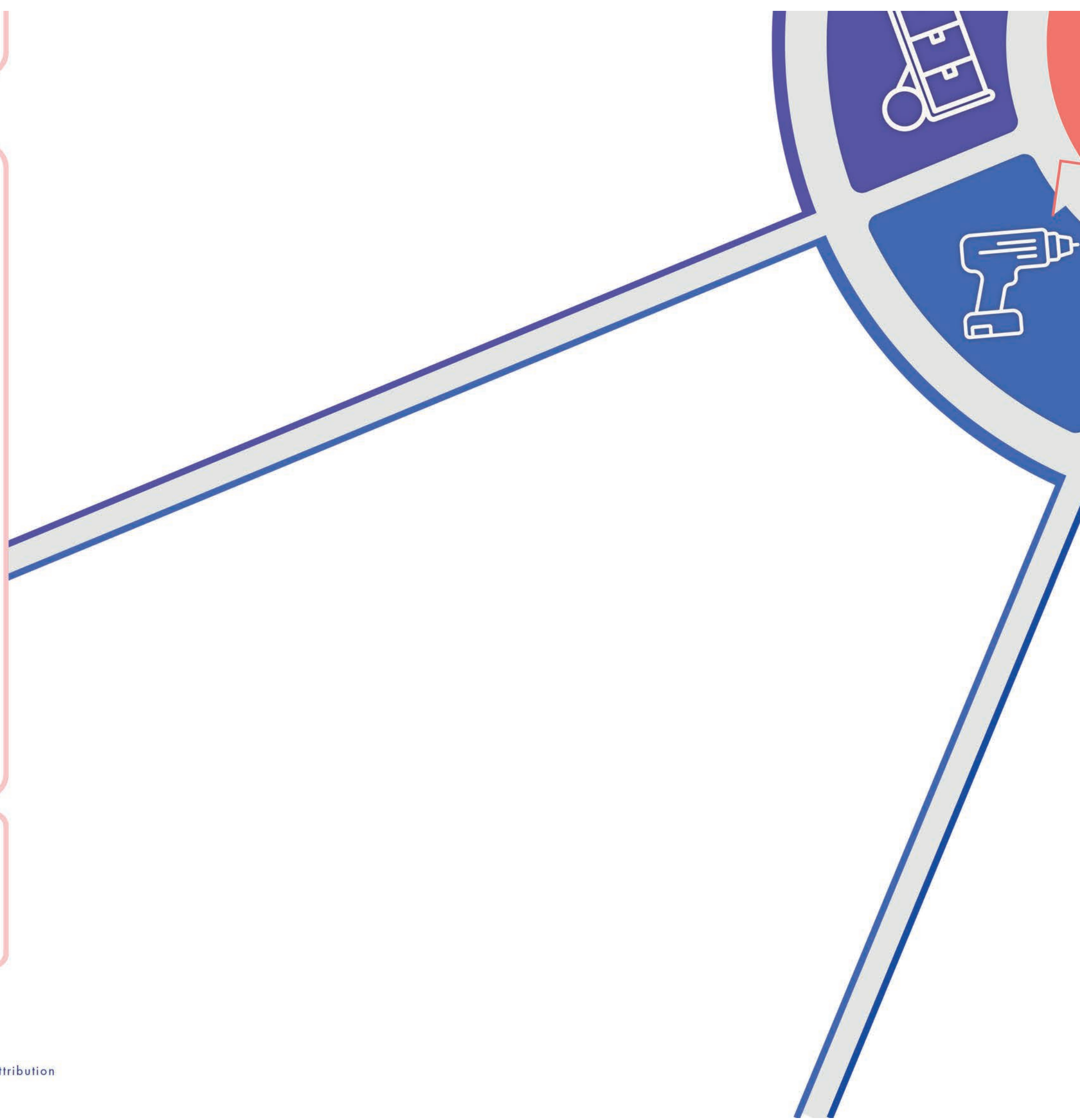
> Make a first selection of challenges if necessary. Then, we suggest that to evaluate these challenges on 3 axes: regenerative potential, economic potential and the organization's ability to meet the challenge. Rate each of the challenges identified before prioritizing those with the highest scores.

> Once you have identified the best challenge(s), you can think about how to involve stakeholders in the value chain with the Partner map to address this issue.

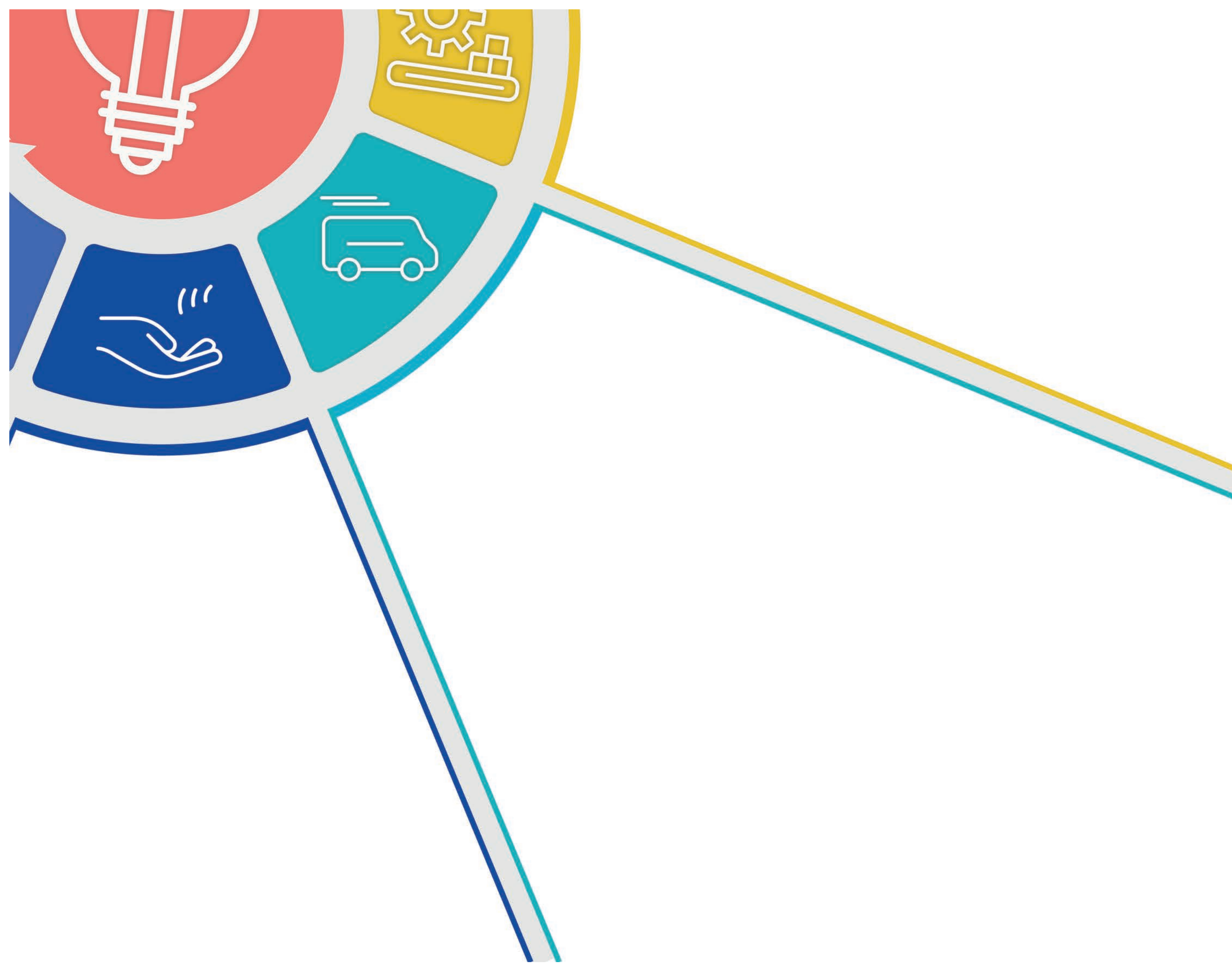




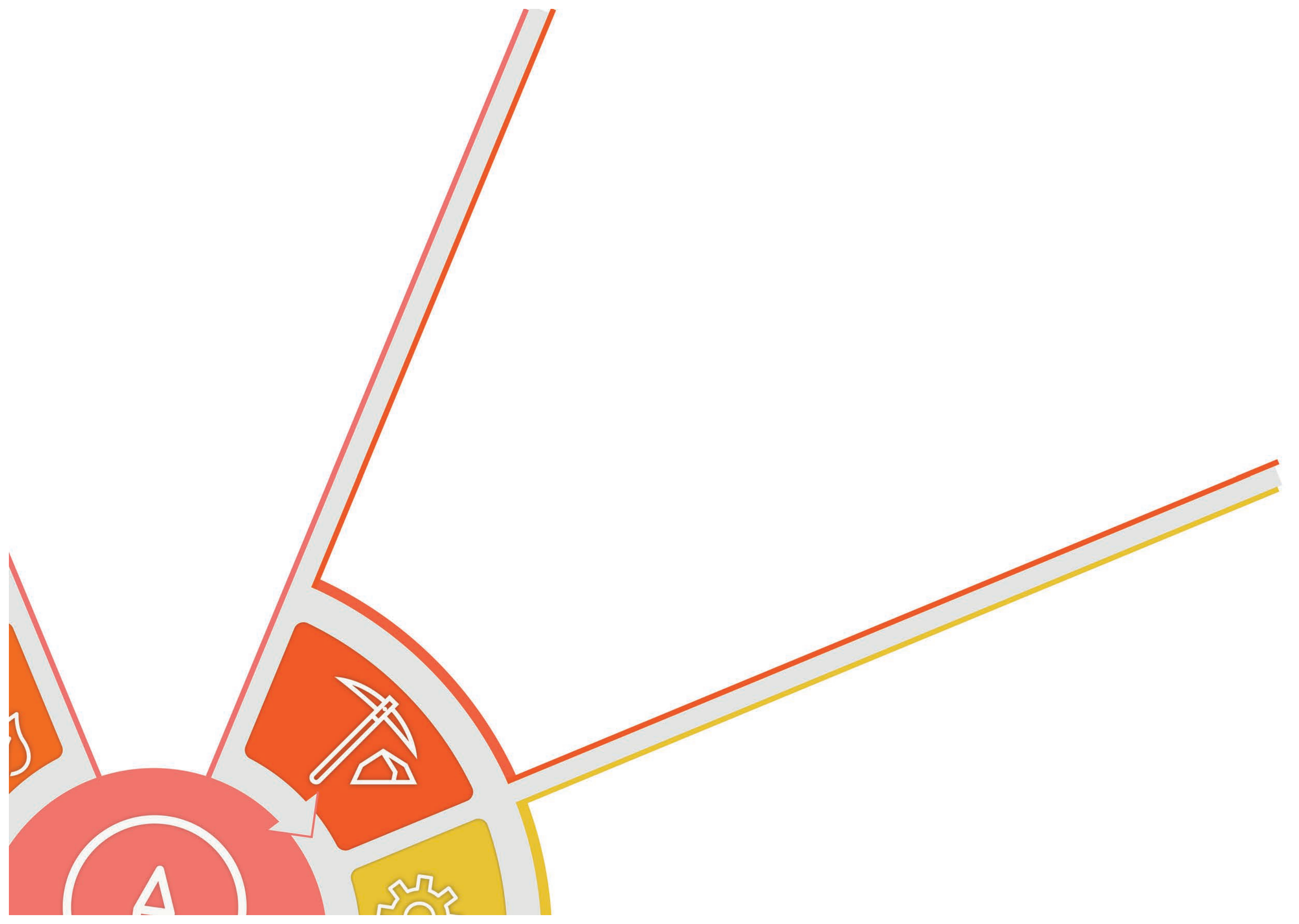




This work is licensed under the terms of the License Creative Commons Attribution Noncommercial-Share in Same Conditions 4.0 International.



Value chain canvases





In a circular and regenerative economy, it is necessary to consider the ecosystem of the organization.

That's why we created the partner map; to help you identify and map your stakeholders and then create virtuous synergies at all stages of the value chain(s). Before you start, make sure you clearly define the problem for which you want to find solutions or the project you want to implement. Indeed, your partners will not be the same on an ecodesign or resource recovery project, for example.



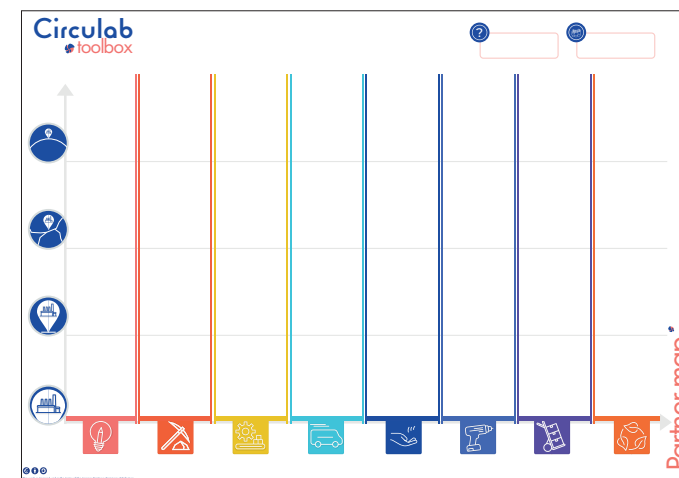
Gather your team around a table. Prepare pens and draft sheets for each and follow the steps to complete the partner map.

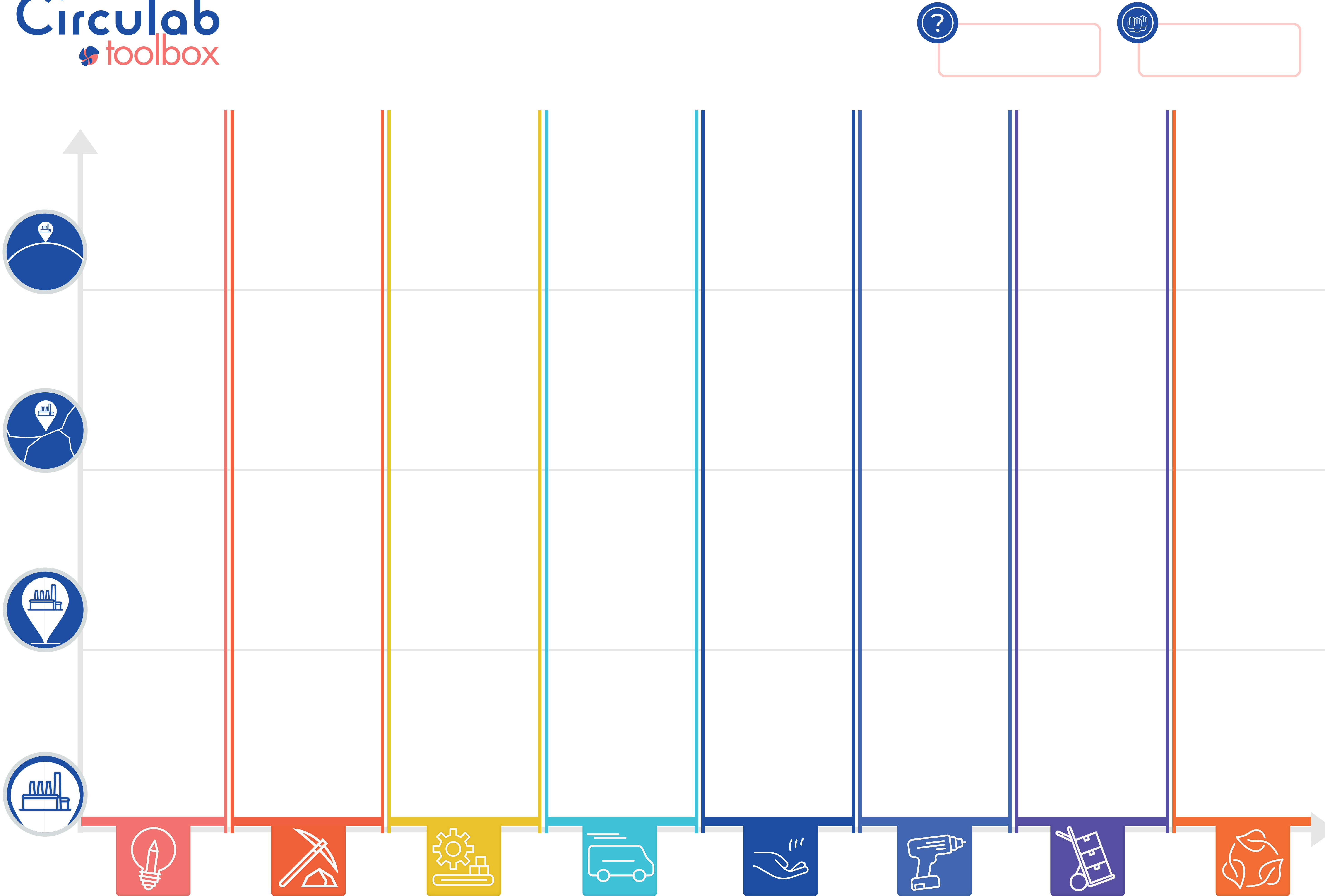
1. Start each one on its own side of the problem to be studied. List the relevant stakeholders: any natural or legal person actively or passively involved
2. Once the different actors are listed, share your notes with your team and write them on the partner avoiding duplication: each actor must only appear once.
3. Then place them on the map considering:
 - the origin being the entity of the organization in question (head office, manufacturing site or distribution sites for example) depending on the issue chosen
 - its geographical distance from the organization in the y axe
 - the stage of the life cycle at which it occurs - at the earliest, on the x axe.



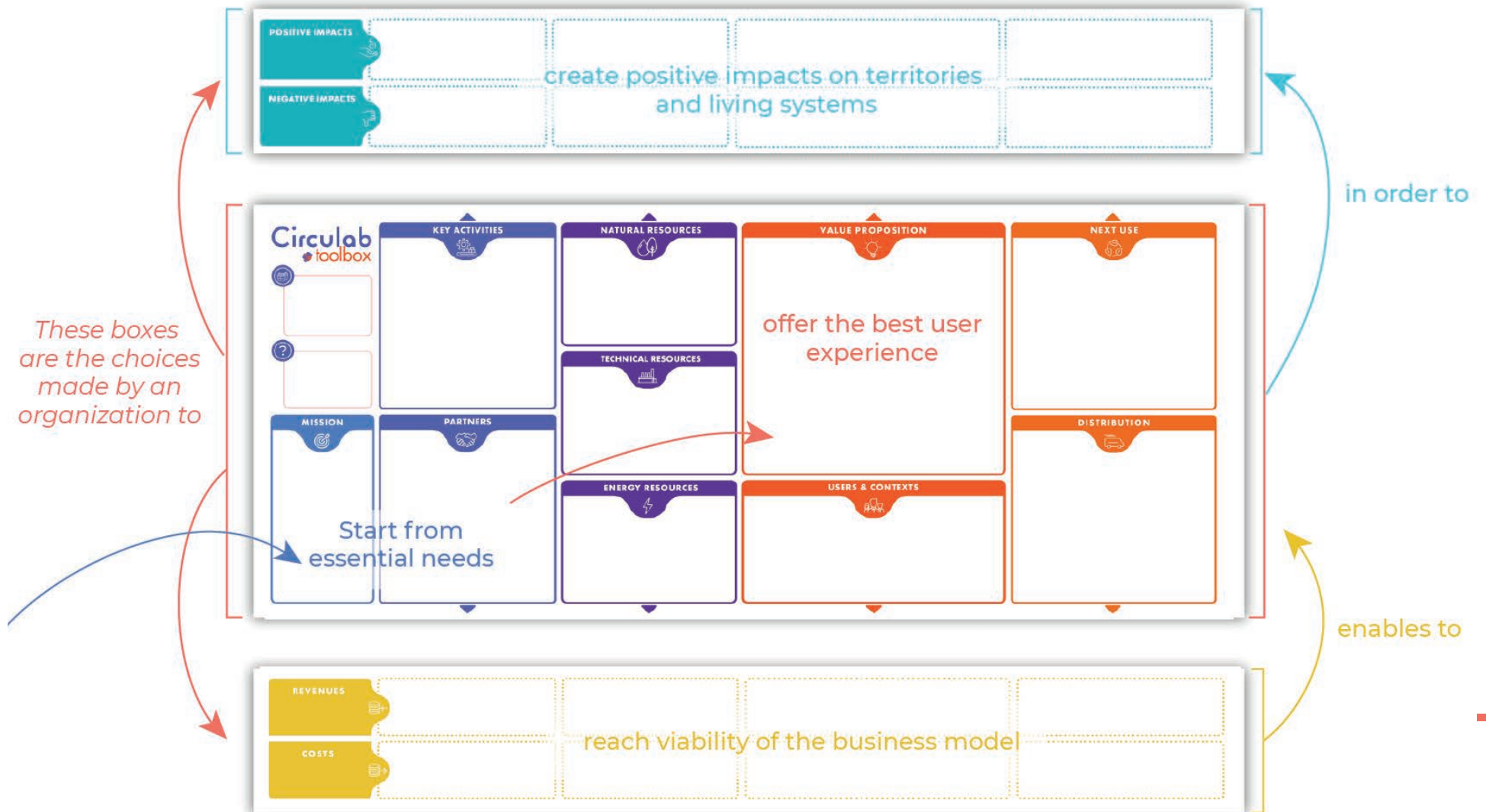
Once completed, there are many ways to go further with the partner map, here are some tips:

- > With stickers or two different coloured markers, weight from 0 to 3 the interest and power of each actor by asking yourself the following questions:
 - Is this project important for the actor (interest)?
 - What is the degree of influence of the actor in the implementation of the project (power)?
- > Select the 5 actors that you think are the most important and report them in your Circulab board in the «Partners» box and see the impact on your business model.
- > Start from the 5 key actors and imagine with your teams ways to actively involve each of them in the project in order to optimize resources from upstream to downstream or to create shared value.





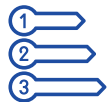
How to read the Circular Canvas?





The circular economy appears to be a source of great economic, environmental and social opportunities.

Nevertheless, when it comes to taking action, companies have difficulty identifying the margins for progress. Designing your business while considering your territory and your ecosystems is exactly what you can do with the circular canvas. Following your observations and experiences, you will be able to synthesize the main flows, actors and resources necessary for the proper functioning of the business model and its impacts.



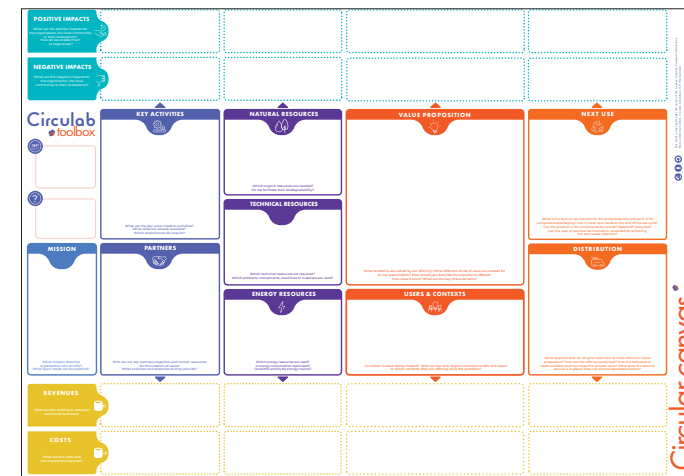
1. Gather together your colleagues around a table.
2. Prepare pens and post-its for everyone, then follow the various stages to complete the Circulab board.

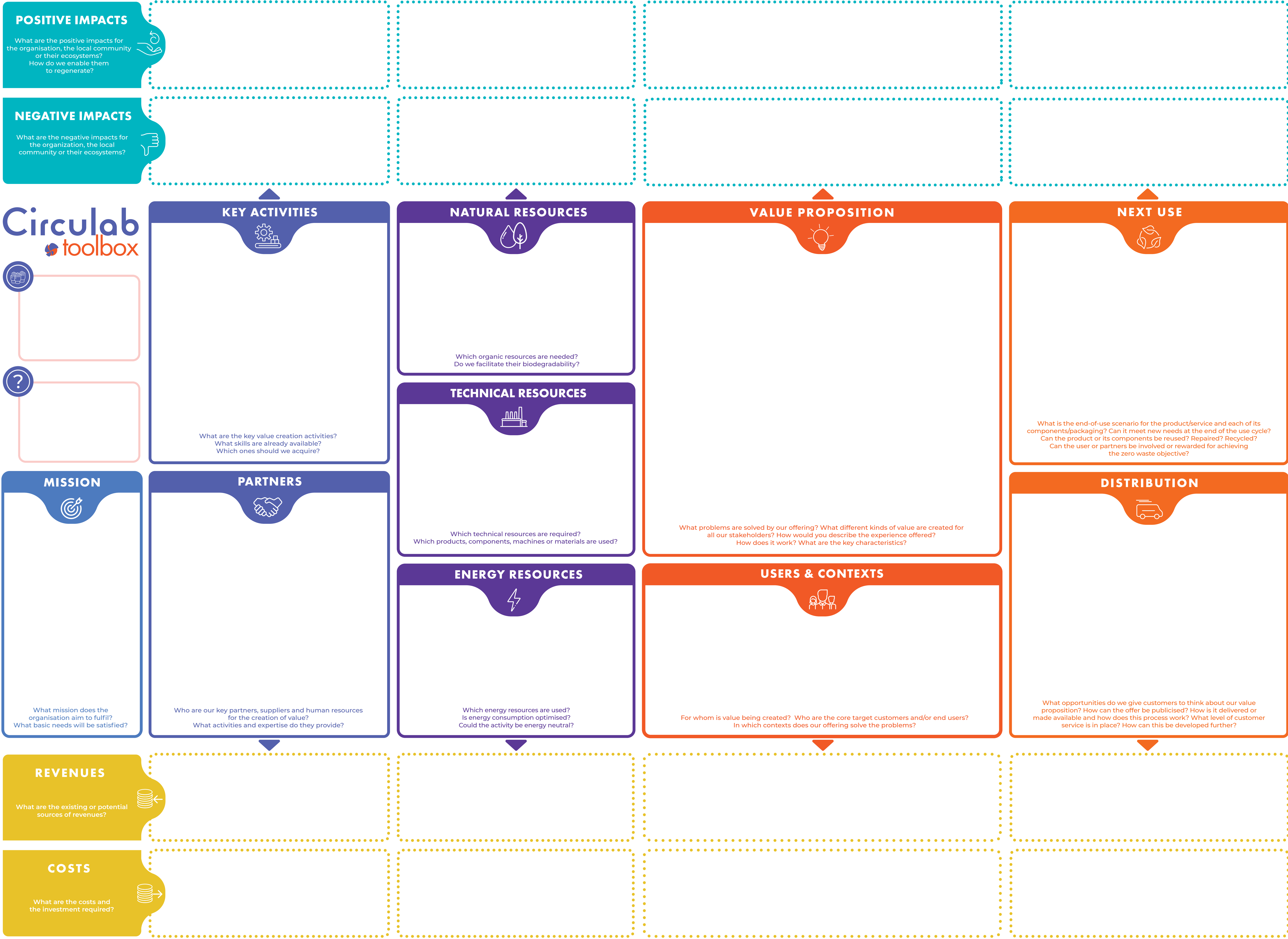
1. Choose the activity of the organization you want to study, or take a current issue of concern.
2. Gather together the stakeholders and/or the various company representatives. Complete the central boxes by starting with the 'mission' box. The questions at the bottom of each box should help to guide you.
3. Once the 10 white boxes are complete, complete the yellow rows, then the green rows, in line with what corresponds with the column indicated.
4. Your circular canvas is ready: you have succeeded in summarising the complexity of your business model.



Once completed, there are many ways to use the circular canvas. Here are several other exercises to facilitate cooperation and creativity with your teams.

- > Make all the elements in one box disappear, in order to find alternatives and anticipate likely changes.
- > By means of different choices in the white boxes, try to make all your negative impacts disappear.
- > By starting once more with a negative impact, try to transform it into new revenues or into a cost reduction.
- > If several companies are involved, start with an empty circular canvas then add your respective competencies in the Partners box, and your non-recovered or non-optimised resources in the Resources columns. Together, try to find ways of recovering or mutualising resources.





POSITIVE IMPACTS

What are the positive impacts for the organisation, the local community or their ecosystems?
How do we enable them to regenerate?



NEGATIVE IMPACTS

What are the negative impacts for the organization, the local community or their ecosystems?



Circulab
toolbox



KEY ACTIVITIES



What are the key value creation activities?
What skills are already available?
Which ones should we acquire?

NATURAL RESOURCES



Which organic resources are needed?
Do we facilitate their biodegradability?

TECHNICAL RESOURCES



MISSION



What mission does the organisation aim to fulfil?
What basic needs will be satisfied?

PARTNERS



Who are our key partners, suppliers and human resources for the creation of value?
What activities and expertise do they provide?

Which technical resources are required?
Which products, components, machines or materials are used?

ENERGY RESOURCES



Which energy resources are used?
Is energy consumption optimised?
Could the activity be energy neutral?

REVENUES

What are the existing or potential sources of revenues?



COSTS

What are the costs and the investment required?



What problems are solved by our offering? What different kinds of value are created for all our stakeholders? How would you describe the experience offered?
How does it work? What are the key characteristics?

USERS & CONTEXTS



For whom is value being created? Who are the core target customers and/or end users?
In which contexts does our offering solve the problems?

DISTRIBUTION



What opportunities do we give customers to think about our value proposition? How can the offer be publicised? How is it delivered or made available and how does this process work? What level of customer service is in place? How can this be developed further?



Circular canvas

VALUE PROPOSITION



NEXT USE



What is the end-of-use scenario for the product/service and each of its components/packaging? Can it meet new needs at the end of the use cycle?
Can the product or its components be reused? Repaired? Recycled?
Can the user or partners be involved or rewarded for achieving the zero waste objective?