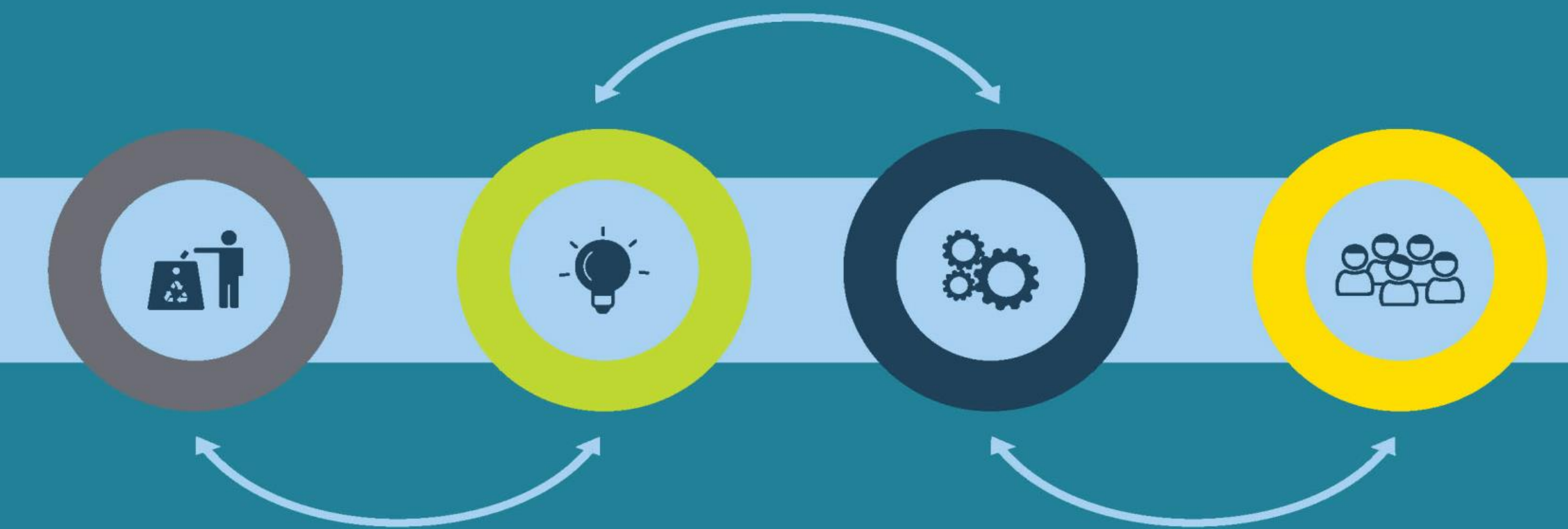
MOVECO

Mobilising Institutional Learning for Better Exploitation of Research and Innovation for the Circular Economy

Deliverable 5.3.2

Description of cooperation formats

Biz-Up | June 2018



Interreg
Danube Transnational Programme
MOVECO

A stream of cooperation

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June 2018

MOVECO COOPERATION FORMATS

Description of cooperation formats

The following report describes cooperation formats that have been classified as particularly suited for practical use in the MOVECO project. The tools described in the following sections have a virtual and a face-to-face approach. The MOVECO project partners were asked for best practice examples from their experience before designing the tools. Within this mapping process, best practice examples from the countries were supplemented and refined to meet the requirements of collaboration tools for the circular economy.

The exact cooperation formats were divided into 4 thematic blocks:

>> Discover,

>> Define,

>> Deliver

>> Design.

The aim of the division into these fields of interest is to structure the areas of application of the cooperation formats and tools in a meaningful way. Depending on the level of knowledge and depth of content, the right tool should be available to the interested user. Of course, different formats can also be combined with each other or supplemented by further formats.

The cooperation formats presented are a mixture of virtual and face-to-face tools. In work package 6, selected formats will then be used for the piloting phase in the MOVECO-countries. At the end of the document, two virtual tools are introduced in addition to the tools of the four phases described above.

MOVECO :: COLLABORATION TOOL :: DISCOVER SECTION :: CIRCULAR ECONOMY FIELD TRIP TO COMPANIES

Face-to-face Tool

The aim of the Circular Field Trip is to show participants various aspects of the value chain within a few hours. On the basis of a tour to a company that operates in the sense of the circular economy, the participants should learn which economic possibilities such an approach can offer. The purpose of this field trip is to make the circular economy tangible and understandable for the participants. This practical approach can be adopted for a large number of people, e.g. students, employees, pupils, managers, etc.

A further benefit of a field trip is the opportunity to identify interesting people and companies within the group of participants who are interested in the topic of the circular economy and possibly to form synergies or enter into cooperations and working relationships.

The field trip is organised by a neutral body (e.g. a cluster organisation). The ideal group size is approx. 20 persons. If there are more participants, the field trip can also be divided into 2 groups. Ideally, the event is promoted in advance by the hosting organisation, e.g. via website, newsletter, personal contact, company visits, direct mail to interested partners, social media, etc.

Basically, the Circular Field Trip is organised to visit two companies: one company that produces products with recycled material or that are specially designed to be recycled, and one company that disposes of or recycled materials and waste. Both "ends" of the product life cycle are visited in one day to get an impression of the complete product life cycle, with all its challenges, and sometimes differing points-of-view.

Event schedule

Here is a description of what a circular field trip could look like. Of course, the individual programme elements can be supplemented and modified according to the needs of the participants and organisers:

10:00	**Bus Pickup at starting point**
11:00	**Arrival at company 1 (producer): site visit, company presentation and Q&A**
13:00 – 14:00	**Lunch**
15:00	**Arrival at company 2 (disposal company): site visit, company presentation and Q&A**
18:00	**Return to starting point**

In order to provide enough time for questions and discussion, the group size should not exceed 20 people if possible.

If more participants are interested in the Circular Field Trip, 2 groups can be formed (2 buses). The first group then starts with the manufacturing company, while the second group starts at the end of the product life cycle. The two bus groups then change after half of the day.

In order to prepare thematically for the Circular Field Trip, participants should be asked in advance (e.g. when registering) to consider questions about the companies and the Circular Economy. The organiser can offer optional information material in advance, e.g. handouts, link collection, videos, etc.

A moderator leads through the entire tour, providing basic information about the companies and how they deal with the circular economy during the bus journey to the companies. He explains to the participants why these two companies were selected for the tour and reports on their relationship to the circular economy.

The Field Trip can optionally be supplemented with an interactive workshop after the visits, in order to explore special topics even more deeply.

Example Field Trip

Under the motto "from primary to secondary raw materials", the Cleantech Cluster of Business Upper Austria organised an excursion for JKU students to TRODAT GmbH and LAVU (O.Ö. Landes Abfallverwertungsunternehmen AG - waste treatment company of Upper Austria) for the second time in 2017. The delegation of young researchers and doctoral candidates with sustainability expert Prof. Dr. Erik Hansen at the head of the Institute for Integrated Quality Design (IQD) at TRODAT experienced how sustainability is lived in the world market leader in stamp production. Climate-neutral products through energy efficiency and intelligent recycling are a success factor at Trodat.

At the other end of the product cycle, i.e. for disposal, the LAVU CEO provided a very deep insight into a variety of industries, products and materials. With sustainability as a corporate principle, LAVU organises the waste collection centres throughout Upper Austria as well as the logistics and recycling of the separately collected waste materials, which represent valuable raw materials for the future. This Herculean work delivers high recycling successes that can be seen internationally.
The trip was organised as follows:

14:00	Bus Pickup at Science Park 1, JKU Linz
14:50	TRODAT GmbH http://www.trodat.net/en-US/Pages/Home.aspx Site visit, company presentation and Q&A 4600 Wels, Linzer Str. 156
16:30	O.Ö. Landes-Abfallverwertungsunternehmen AG http://www.lavu.at/home.html Site visit, company presentation and Q&A 4600 Wels, Madderspergerstr. 16
18:45	Return to Science Park, JKU Linz

Experience has shown that one should plan sufficient time for the company inspection, so that sufficient time remains for questions and discussion. We therefore recommend organising a programme for a whole day instead of half a day. Of course, circular field trips can also be planned over 2 or more days, e.g. for an entire region.

MOVECO :: COLLABORATION TOOL :: DISCOVER SECTION :: BUSINESS CONTACT FAIR

Face-to-face Tool

The Business Contact Fair is designed as a moderated networking event of various branches and regions. The aim of the event is to generate directed match-making between the participants. At this event, the participants are always divided into groups of two for discussion. The business contact fair is an event concept aimed at achieving targeted match-making.

The format was designed by the Austrian Federal Economic Chamber and implemented with an external coordinator. Experience shows that the format is very well received by the participants. Events of this kind have already been implemented in several different regions of Austria.

The difference to a conventional match making event lies in the fact that the entire event is moderated and the discussion partners are already coordinated in advance. Participants must register online 2 weeks before the event. After registration the participants will receive a list of the other participating persons. The participants can then specify their preferred call partners.

One benefit of the business contact fair concept is that the external coordinator monitors the participants from the outset and ensures that there is a certain diversity of participants in the participant field. The event can, of course, also be conceived with a special focus, depending on whether the participants should come from the same industry or a diversity across different industries is required.

The organizer also takes care in advance that certain groups participating in the match-making event are not disproportionately represented. For example, the financing sector may well be an interesting business partner for the participants of the event, but it makes no sense for 10 out of 30 participants to come from this sector.

The interesting thing about this concept is also that people from different areas can network with each other and perhaps even benefit from their acquaintance. This simple, uncomplicated way of establishing personal contacts at a moderated, structured event makes it easy for participants to create synergies with participants from other industries.

The event is strictly timed: Each face-to-face conversation may last a maximum of 15 minutes - after that a bell rings, which opens the next discussion round.

It is important for the organisation of a business contact fair to carefully select the participants in advance and to ensure a good mix of different business fields. The diversity of the participants can also generate exciting long-term perspectives.

After the event it is important to get feedback from the participants. The organizer should also be available after the event for questions, suggestions or requests to establish personal contacts. Experience shows that a two-stage feedback procedure is well suited to capture the impressions and experiences of the participants. The participants of the business contact fair are asked directly after the event by means of a simple questionnaire how they were generally satisfied with the event. Aspects such as the organization itself, the catering, the selection of discussion partners, etc. are queried. 2-3 weeks after the event, the participants will receive an additional online questionnaire. This will then determine whether interesting business opportunities or cooperation opportunities have arisen from the personal discussions at the business contact fair in the aftermath. This aspect can only be assessed sometime after the actual event, since most business relationships are only established sometime after the first personal meeting.

MOVECO :: COLLABORATION TOOL :: DISCOVER SECTION :: ROUND TABLE DISCUSSION ON CIRCULAR ECONOMY

Face-to-face Tool

The Round Table is a good opportunity to discuss and debate important aspects of circular economy in an organised discussion round. Normally, a core topic is defined before the event, to be discussed by the committee. It is important in a round table that all discussion partners have equal rights. In the area of circular economy, several round table discussions on various aspects have already been held in various countries worldwide. The topics ranged from very general questions to detailed aspects and discussions in order to find concrete solutions.

In order to make the discussion on the topic of circular economy as interesting and diverse as possible, it is recommended that experts from various fields, e.g. experts from science, business or even representatives of (local) politics, take part in the round table. It is also particularly interesting to work out different points of view within the economy at round tables: representatives of already established, large companies can be invited as well as new, young entrepreneurs or start-ups. A round table on the topic of circular economy should also take care to involve participants from the creative industries in order to combine the aspect of circular design with economic or political topics.

In the area of circular economy, a wide variety of topics can arise, which can be discussed by the experts in a round table. It is advisable to choose the main questions in such a way that the topic not only moves on a higher meta-level, but also addresses practice-relevant topics. Round tables often offer interesting opportunities for cooperation between participants, even after the event.

Below are some suggestions for topics or ideas for questions that could be discussed in a round table on the circular economy. The proposals are only to be seen as a collection of ideas without claim to completeness. The organizer can of course choose other aspects of the round table discussion that are more interesting for the participants. Here, special consideration can be given to regionally essential aspects and needs of the local economy:

- Potential innovation opportunities through the circular economy
- How can circular economy best be implemented as a new business model?
- What experience has already been gained with business models designed within the framework of the circular economy?
- How can (national/international) legislation promote a circular economy? What shortcomings/restrictions are there in existing legislation?
- How can innovations in the sense of a recycling economy be promoted through cooperation? Which cooperation partners could be considered?
- To what extent do research and educational institutions network with industry to promote an economy in the sense of the circular economy?

- What role does policy play in promoting circular economy in the region/country?
- How are start-ups supported to operate within the framework of the circular economy? Are there public support programmes for start-ups and small and medium-sized enterprises to support them on their way into the circular economy?
- Are there generally public subsidies to accelerate the transition from a linear economy to a circular economy? In what form would public subsidies make sense?
- Are Circular Econmy experts linked at local/regional/supra-regional level? Is it possible to exchange content and cooperate scientifically within the region/country?
- What role do universities and other research institutions play in supporting the circular economy? Are there efforts to support the transfer of knowledge from science to industry?
- Are there successful companies at regional/national/international level that can be won over to cooperate with research institutions in order to generate business models with the circular economy?
- …

In order to steer the discussion in certain directions, a round table can also be divided into several sessions with a specific focus topic. Each session can then be started with a short, introductory presentation. These introductory lectures can be given, for example, by external experts.

The quality of the moderation is essential for success and the results of a round table. The moderator plays an important role in a round table, as he directs the discussion, asks questions in depth time and again and ensures that all participants have an equal say.

To successfully complete a round table, it is important to bring structure into the event. It is therefore advisable to create an agenda with an approximate schedule in advance. For example, a round table on circular economy could be structured as follows:

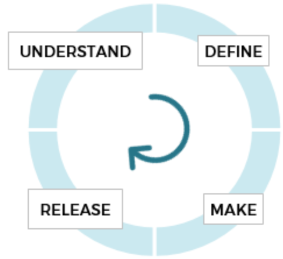
Time Frame	Topic
5-10 minutes	• Welcome • Introduction to topic • Code of conduct, rules of the event (respect, equality, …) • Organisational matters (Time of breaks, parking, catering, …) Speaker(s): Moderator, Organizer of event
Session 1 20 minutes 45 minutes 5-10 minutes	• Introduction to topic 1 (aspect of overall topic) – expert 1 • Discussion – moderation • Summary of discussion – moderator
Coffee break 15 minutes	• Coffee, networking, informal, relaxation
Session 2 20 minutes	• Introduction to topic 2 (aspect of overall topic) – expert 2

45 minutes 5-10 minutes	• Discussion – moderation • Summary of discussion – moderator
5-10 minutes	• Final statement round –every participant gives last statement to topic
5-10 minutes	• Final summary of event • Acknowledgements • Outlook for the following round tables, next steps, future measures

The above agenda can only be seen as an example of an event - of course the agenda can be adapted. Depending on the topic, individual topic blocks can be added, expanded or omitted. To design a round table more interactive, the format can of course be loosened up by interactive parts.

MOVECO :: COLLABORATION TOOL ::

DESIGN SECTION :: CIRCULAR DESIGN GUIDE[1]



THE CHANGING ROLE OF DESIGN

Design has always been about exploring the ambiguous and learning by doing, so the methods on this site are biased towards action. They will guide you as you take your first steps into building a new future. We don't have the answers about the future: no one does. But we hope this guide helps you reframe your mindset, ask the right questions, take on projects, and start exploring the extraordinary possibilities.

Design for users, stakeholders, and the systems they're part of traditional manufacturing is wasteful, because it focuses exclusively on the end user. The circular economy mindset looks much wider, to consider everyone who extracts, builds, uses, and disposes of things. By zooming out from users, to consider the wider network of stakeholders, we can unlock value at every stage of the process. As a designer, that includes building feedback loops into your work; knowing the life cycle of materials you use; collaborating with other industry stakeholders; and considering unintended consequences.

1. **Widen your view of user-centredness**
   When designing for the circular economy, it's about researching and understanding the needs of all users or usages of the materials within the system.

2. **Reimagine viability**
   In the circular economy, growing your slice of the pie may mean growing the pie. Designing reusable materials will create new value by enabling your own, as well as other businesses, to reuse those materials.

3. **Design for evolution**
   We used to design 'finished' products. Now, we should think of everything we design like software – products and services that can constantly evolve, based on the data we get through feedback. Design is never done.

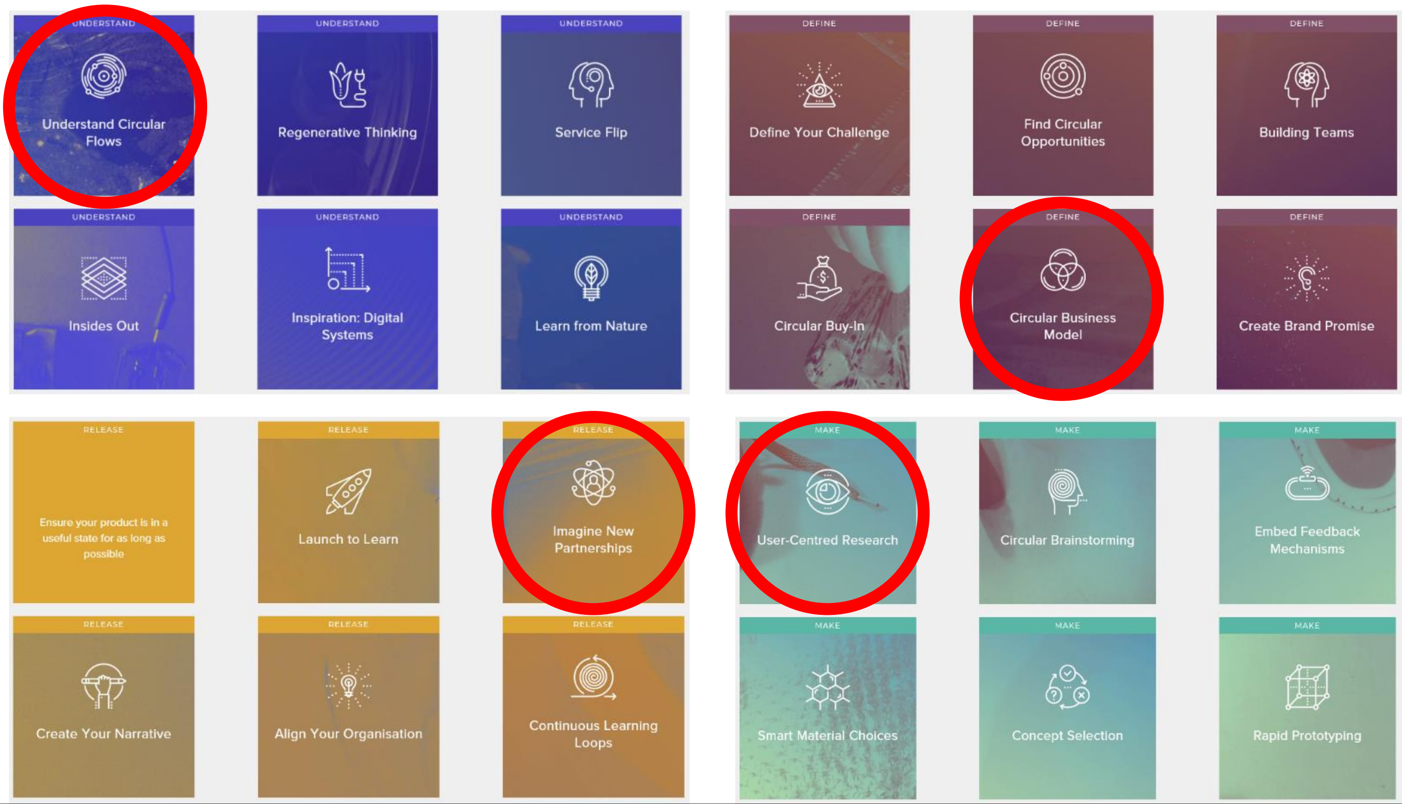
4. **Build a strong narrative**
   In the circular economy, designers more than ever, have to change the mindsets of those around them. By developing compelling stories and proof-of-concept, we can widen our sphere of influence.

[1] Graph is based on https://www.circulardesignguide.com/methods

The Circular Design Guide is based on four thematic fields in each section there are 6 activities to help you understand, define, make, and release circular innovations. Given to the fact that there is no order of succession it is possible to dive in wherever makes most sense for you and your team.

In this part of the tool section, we would like to focus on one tool of each thematic field which foster cooperation the most.

WITH THE FRIENDLY SUPPORT OF ELLEN MC ARTHUR FOUNDATION & IDEO // CIRCULAR DESIGN GUIDE



UNDERSTAND :: Understand Circular Flows

Understand the different ways to shift your product or service to be more circular. How can you get started designing for the circular economy?
At its core, a circular economy means that products no longer have a life cycle with a beginning, middle, and end. Therefore, they contribute less waste and can actually add value to their ecosystem. When materials stop being used, they go back into a useful cycle, hence the *circular* economy. Imagine what would happen if everything was designed to be restorative and regenerative?

DEFINE :: Circular Business Model

Develop or redefine your business model from a circular design perspective.
Shape your business model – capturing value for your customers, key partnerships, resources, and distribution models. Expand your perspective to the wider system and set your business up for success in an interconnected world.

MAKE :: User-Centred Research

Understand the needs of everyone involved in the use cycle of your circular proposition(s) – the end users or beneficiaries, but also suppliers, manufacturers, retailers and others who may reuse your materials.
User-centred research helps you gain empathy for the people you are designing for. In the circular economy, you are not only designing for a customer or user, but also for a range of people who may sit within your extended value chain. It will help you gain a better understanding of what's important to people each step of the way for the product or service you are creating.

RELEASE :: Imagine New Partnerships

Imagine new or unexpected partnerships that strengthen your value chain, increase system effectiveness or make a more robust business case. This will also help to achieve alignment and clarity on how to move forward together. Following initial prototyping, new opportunities may appear to broaden your sphere of influence within the wider system in which you're operating. This may uncover a need to partner with new or unexpected organisations.

UNDERSTAND :: Understand Circular Flows

STEPS

1 :: Download the Circular Flows Worksheet and get acquainted with the different ways of being circular. At a glance, which of these loops feels most relevant or achievable for what you are designing? If you are working with an existing product or service, consider its current position within the flows.

2 :: Now dive deeper and go through each loop as a lens for your new product or service. For each loop, ask yourself: “What would it take for this to work for my new product or service idea?” and “What’s standing in my way, stopping this working now?”

3 :: You may notice that on the technical side of the diagram, there is a pattern as you go from the inner loops to the outer loops: the inner loops are more in your control and the outer loops are less in your control:

•Reused goes directly back to your users

•Refurbished comes back to you (as the service provider)

•Remanufactured goes through the manufacturing process

•Recycled goes back to the materials processor

4 :: Ask yourself, can you try to stay in the inner loops? What would you be able to influence right now? Once you feel like you have a starting point, try the Circular Opportunities or Service Flip activities which might prompt different ideas. If you want to try a fun activity which helps to understand circular flows, download this Circular Card game.

DOWNLOADLINK:
https://www.ellenmacarthurfoundation.org/assets/design/Circular_Flows_Final.pdf

DEFINE :: Circular Business Model

STEPS

1 :: Download the Business Model Canvas. This video will help explain the process of filling it out.

2 :: Sit down with your team and start to fill out the sections of the Business Model Canvas – this will help you use a circular lens for your business.

3 :: There is not a rigid start and end point. Circular design thinking is an iterative process of continuous learning, prototyping, and feedback loops. As such, you may continuously come back to the user(s), as their perspectives fit within the system, and iterate on this business model.

4 :: When you fill it out for the first time, expect to find holes. It's okay not to know exactly how everything will work. Adapt as needed and continue to reference this as you iterate on your solution.

DOWNLOADLINK:
https://www.ellenmacarthurfoundation.org/assets/design/Business_Model_Canvas_Final.pdf

MAKE :: Circular Business Model

STEPS

1 :: Start by defining all of the individuals who sit within your value chain. This should include your potential users. Who are the people you envision benefitting the most from this product or service?

2 :: Next, create a set of questions based around what you'd like to learn. Most importantly, see if you can come up with questions that look to understand user needs. What do they experience? What could make their lives easier? etc. For tips, head to the Interview Best Practices guide and prepare for your conversations.

3 :: Set up a time to speak with these individuals. It's best if you can meet them in their environment to gain a better understanding of their world. (If you are meeting a user, can you meet them in their home or workspace? If you are talking with a manufacturer, can you meet at the factory? Or if you are meeting with someone who might reuse your material, can you meet them in their workspace, or a recycler in their plant?)

4 :: When you speak with these individuals, capture what they say as stimulus for discussion with your team. If possible, take photos of things you find interesting or inspiring.

5 :: Once you've completed all of your interviews, spend some time with your team capturing your learnings and insights. Take turns telling the stories of what you've heard. (Ask yourselves – what surprised you? How might what you learned affect what you design? What ideas might these learnings inspire?)

6 :: Finally, now you have your main user needs, think about what circularity could offer around this product or service, and pair them to user needs before heading into brainstorming.

DOWNLOADLINK:
https://www.ellenmacarthurfoundation.org/assets/design/User_Centred_Reseach%20Guide_FINAL.pdf

RELEASE :: Circular Business Model

STEPS

1 :: You may have already identified potential partners during the Business Model Canvas, but given what you've learned during user-research and prototyping, what type of new organisations could help inspire your product or service?

2 :: Ask – what new emerging opportunities have come up while you've been developing your concept? Who would you need to talk too to understand how these might be incorporated? (e.g. embedding tech)

3 :: Use the brainstorming method to help you think of more unexpected partnerships that could make your value chain more effective/efficient.

4 :: Once you have identified partners, here is some preparation for the conversation with a potential new partner:

- Develop a narrative or a point of view that will help the new partner understand the value to them and the system.
- Develop some 'ground rules' on prototyping the new partnership together – e.g. who will gain from new business opportunities it may create?
- Set parameters for making collaboration a success – what will you measure to know whether the partnership is worth pursuing.

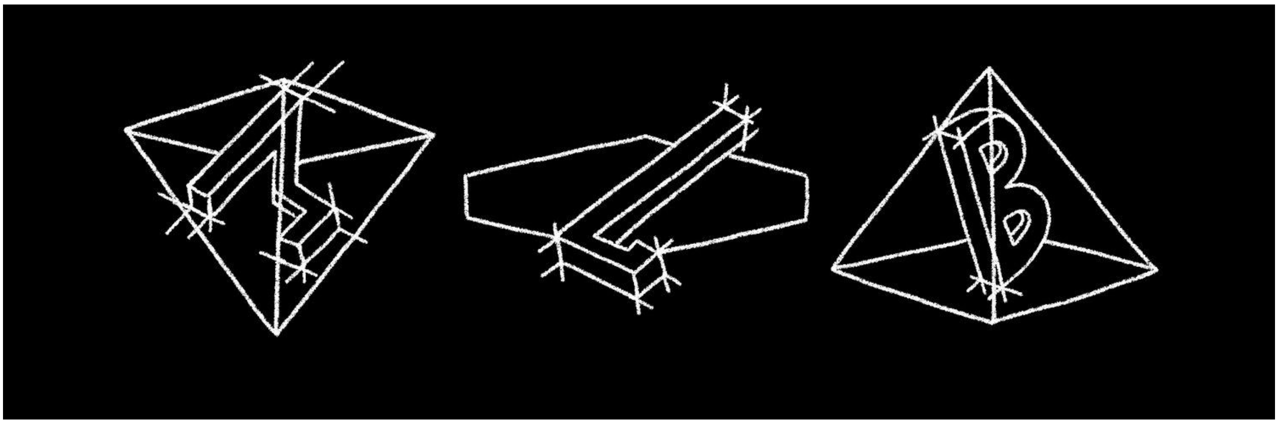
MOVECO :: COLLABORATION TOOL ::

DESIGN SECTION :: DISRUPT DESIGN APPROACH

DISRUPT DESIGN

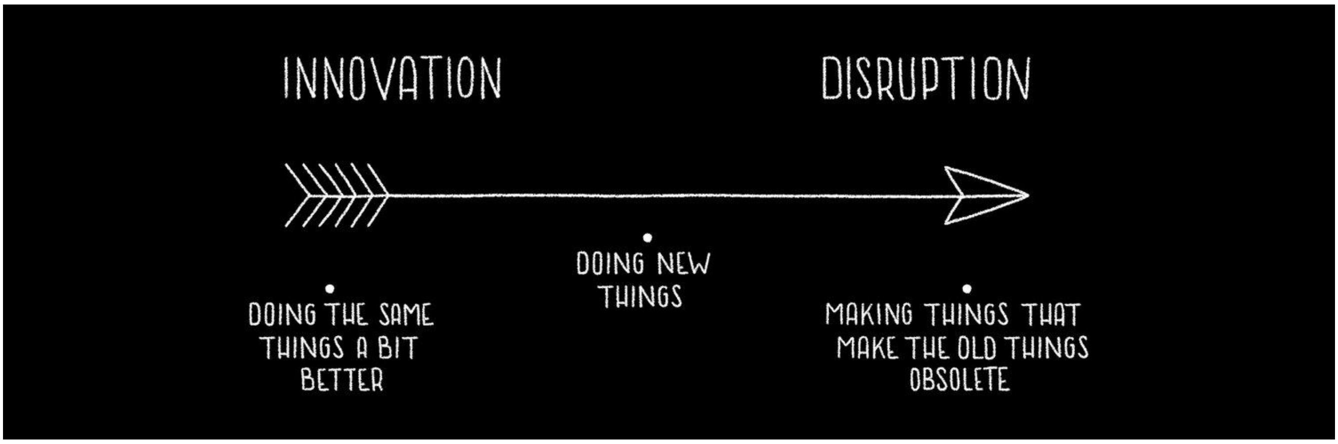
DESIGN, SUSTAINABILITY

AN INTRODUCTION TO THE DISRUPT DESIGN METHOD



The Disrupt Design Method is an approach to exploring, understanding, and evolving complex problems into sustainable solutions. It combines systems thinking, sustainability sciences, and design methodologies to create problem-loving creative changemakers who are capable of diving deep into complex problem sets, developing strong social innovation outcomes, and reconfiguring business toward the Circular Economy.

The world needs more pioneers of change, people who are willing to intentionally and thoughtfully disrupt the status quo of deep-seeded problem arenas. Innovation is useful for iterating at the edges, but what is interesting is a movement of creative changemakers who have the critical, cognitive, and practical tools to understand, intervene, and activate positive impacts globally.



To clarify, in the case of this approach, ‘disruption’ is used to describe the active intervention into a problem arena by diving deep under its obvious components and mining its foundations to be able to then develop a systemic understanding of what feeds the issue being addressed. Then, by applying techniques such as systems mapping, one can identify intervention points and create designs that seek to shift the status quo of the problem arena. This approach is all about intent to positively intervene and disrupt the status quo of any problem arena to ensure that the outcome is more effective, equitable, and sustainable.

There is a three-part Method (that anyone can use) and a 12-part Methodology set that underpins the applied Method. The methods are explained in the following sections:

The 3-Part Disruptive Design Method

There are three distinct parts to the applied Disruptive Design Method — Mining, Landscaping, and Building (MLB) — each is enacted and cycled through in order to gain a granulated, refined outcome through iterative feedback loops.

MINING

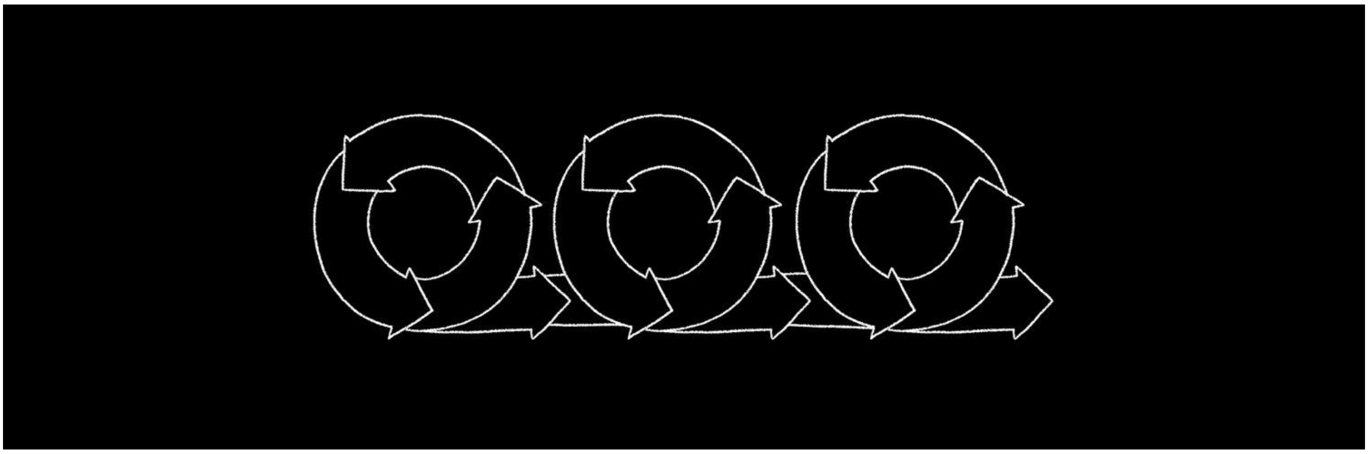
The **first part is Mining**, where the mindset is one of curiosity and exploration. In this phase, deep participatory research is done, the need to solve is suspended, trying to impose order is avoided, and the chaos of any complex system is embraced. The tools of the phase are: research, *observation, exploration, curiosity, wonderment, participatory action, questioning, data collection, and insights.*

LANDSCAPING

The **second part is Landscaping.** This is where all the parts that we uncovered during the Mining phase are taken and started to piece them together to form a landscaped view through systems mapping and exploration. Landscaping is the mindset of connection, where the world is seen as a giant jigsaw puzzle that is put back together and creating a different perspective that enables a bird's eye view of the problem arena. Insights are gathered, and locations of where to intervene in the system to leverage change are identified. *The tools for this phase are: systems mapping (cluster, interconnected circles, etc.), dynamic systems exploration, synthesis, emergence, identification, insight gathering, and intervention identification.*

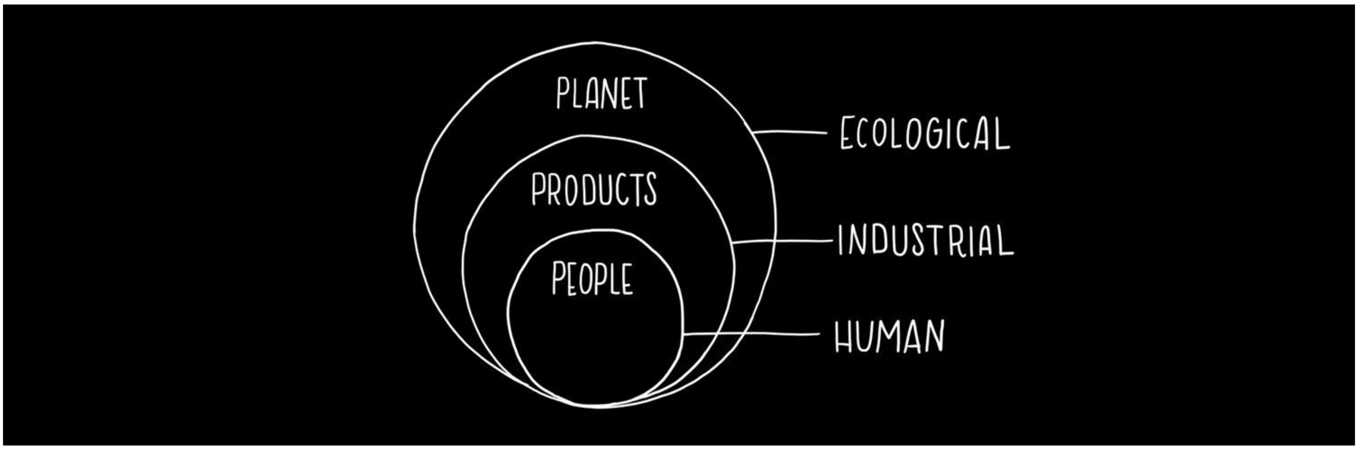
BUILDING

The **third part of the MLB Method is Building.** This is the creative ideation phase that allows for the development of divergent design ideas that build on potential intervention points to leverage change within the system. The goal is to not solve but to evolve the problem arena you are working within so that the status quo is shifted. Here a diversity of ideation and prototyping tools are used to move through a design process to get to the best-fit outcome for your intervention.



Iterative Action

The key to this entire approach is **iteration** and ‘cycling through’ the stages to get to a refined and ‘best-fit’ outcome. Why is this to be done? Because problems are complex, knowledge builds over time, and experience gives us the tools to make change that sticks and grows. This cycling through approach draws upon the Action Research Cycle to create an iterative approach to exploring, understanding, and evolving the problem arena.



The 12-Part Methodology Set

The three applied parts of the MLB Method are based on a more complex Methodology set. This set combines 12 divergent theory arenas to form the foundation to complex problem identification, solving and evolving that develops a three-dimensional perspective of the way the world works. From cognitive sciences to gamification and systems interventions, the 12 units of the Disruptive Design Methodology are designed to fit together to form the foundations of a practice in creative changemaking. The full set is taught at the UnSchool as part of online and in-person workshops.

Systems, Sustainability and Design

Through the MLB Method, systems boundaries are used to define the problem arenas one wants to explore and through systems mapping connection points perfect for tactical interventions are exposed *(which is often not where you would intuitively think, based on your starting knowledge in the problem arena)*.

From this, new knowledge is built from the mining and landscaping phases, that form the foundations for rapidly developing divergent and creative ideas to intervening in the problem arena. Any problem from small, hyper-local concerns to massive global issues can be explored and evolved through this MLB Method. And, because it's a thinking and doing practice, it can be adapted and evolved based on the problem. The core of the approach is always systems, sustainability, and design.

Becoming a Problem-Lover

Instead of avoiding or ignoring problems, this method teaches you how to be a problem lover who dives right into the sticky center of the issue; and has the tools to cycle through the issues and seek out the non-obvious opportunities, designing divergent solutions that build on your unique individual sphere of influence, which is the space we can all curate to affect change on the people or things around us.

Systems thinking is one of the powerful tools that we use to explore complex problems, it enables any practitioner to see the entire system from multiple perspectives and empowers a shift in ridged to flexible mindsets.

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What, another canvas?!

The reason the partnership canvas is used is that many organisations struggle with their partnerships. One of the main causes is that there is no structured approach available yet to help design strategies for partnerships. Naturally, the partnership discussion itself between organisations is often veiled in mist. As Henry Chesbrough, the figurehead of open innovation, wrote:

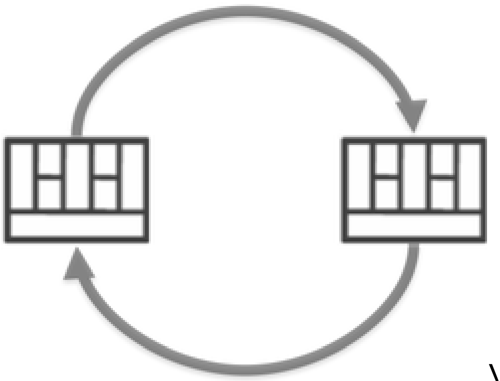
“Few companies in our experience take the time to articulate their own business model. Fewer have any clear idea about the business models of their external relationships.”

That is not a good basis for creating a collaboration. People leave too many assumptions about their partnerships unaddressed, and that backfires the moment they go live.

What is a partnership?

The first hurdle in the partnership discussion is definition of the term partnership. You won’t be able to define a partnership by only mapping out the two partnering business models. That describes the result of the partnership. It doesn’t explain how the partnership works.

A partnership is more. It is an entity that sits in between the two business models that make up the partnership. This entity enables value to flow between two partnering business models. By combining value inputs from both business models in a partnership, they are able to create new forms of value that they both benefit from.



Value exchange between two business models

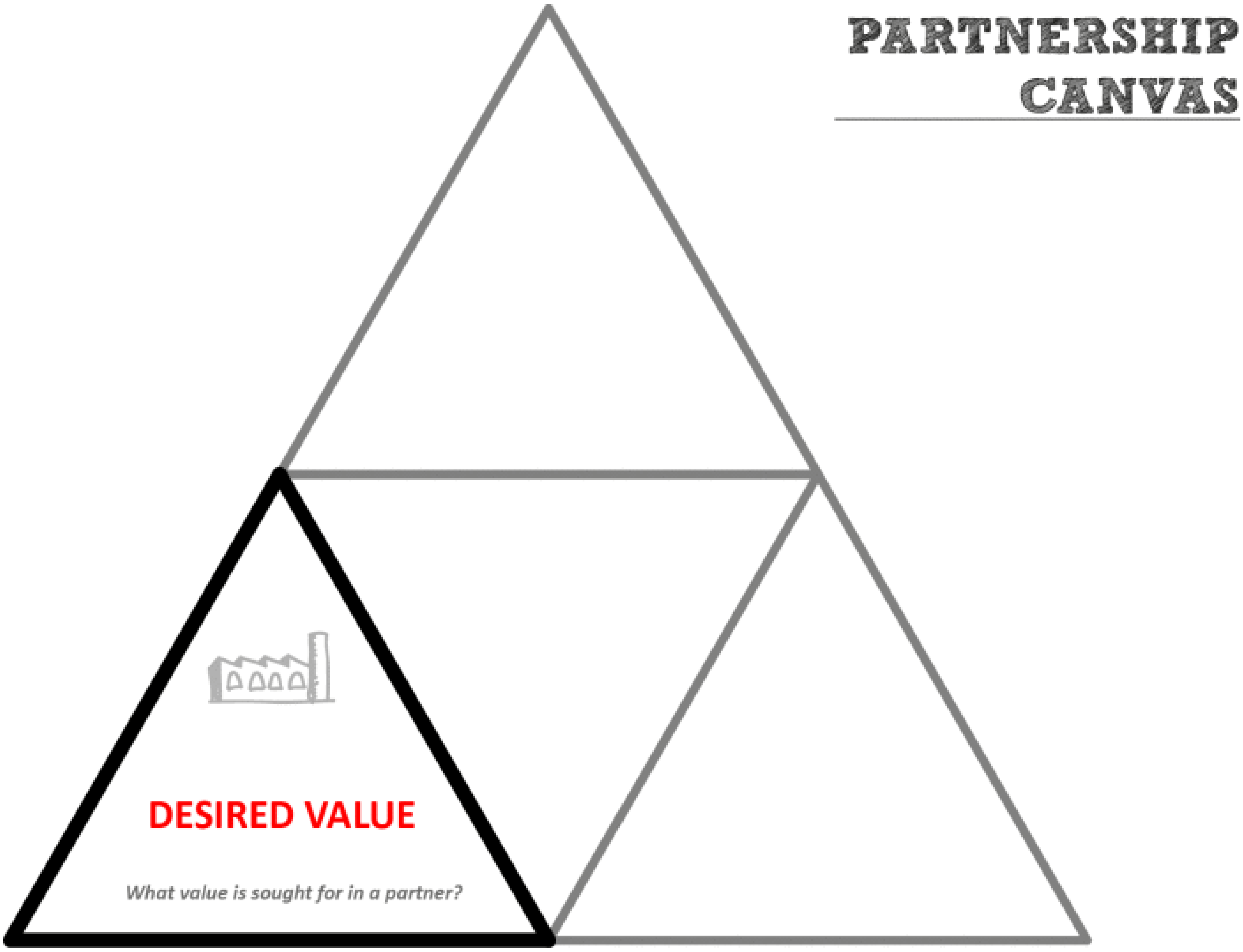
The partnership canvas was created to demystify the partnership entity by defining its building blocks. The tool can be used to map existing, and design new models for partnerships. The partnership canvas helps to break through the boundary of possibilities for innovating with only your own business model.

The building blocks of a partnership

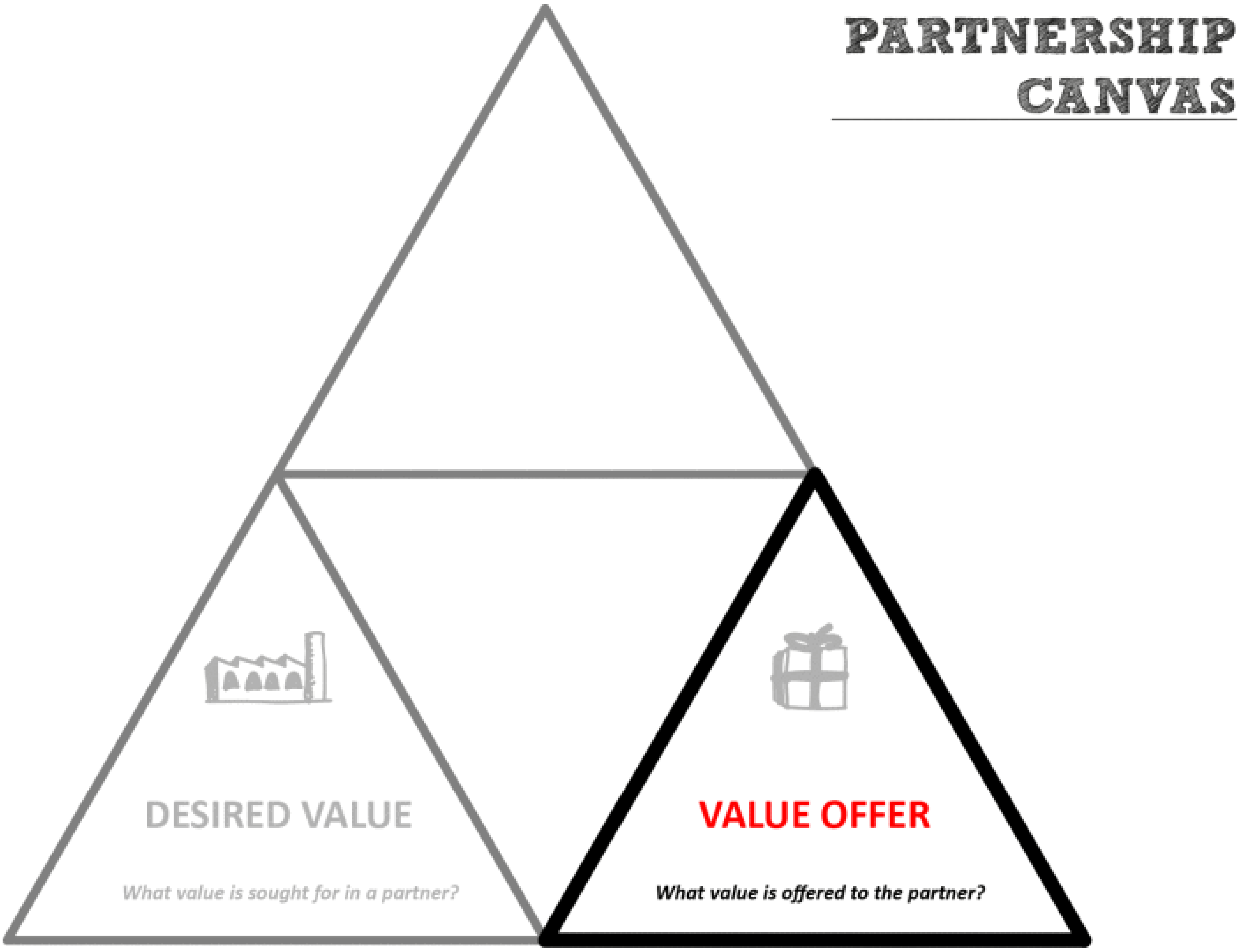
The first question you need to ask yourself when orienting on a partnership is what will be the purpose of the partnership. The key to defining this purpose is to question yourself on how you can contribute to a better, more complete experience for your customer. This could relate to aspects of availability, convenience, speed, price, performance, etc.

Visual by Dave Gray

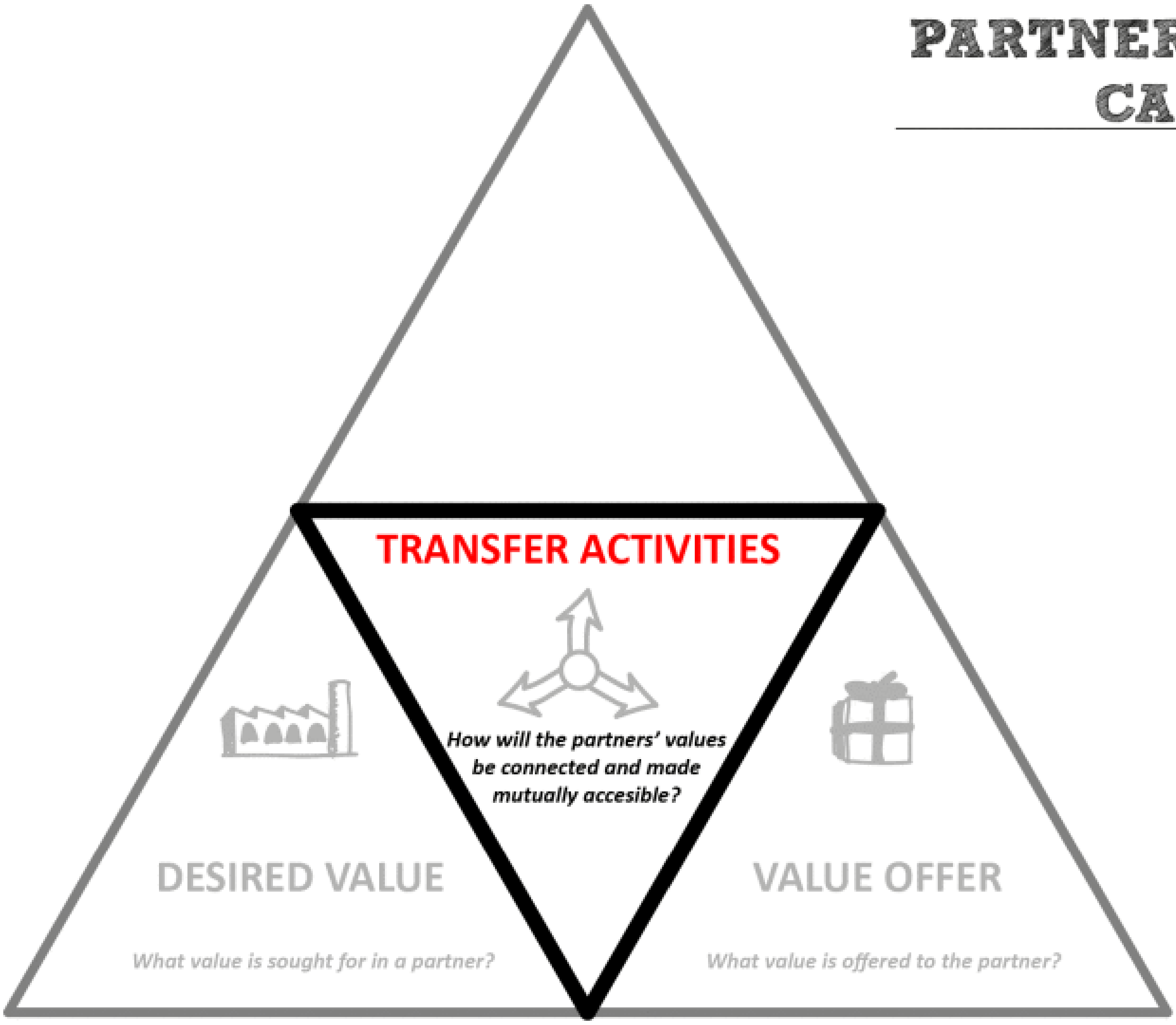
Based on definition of this purpose, you will be able to describe the missing element from your own business model, for which you are seeking a partner. You can use the definition of this element to screen candidate partners on a (set of)value(s) that you desire. This **desired value** makes for the first building block of your partnership design.



The second question is about your own contribution to the partnership. If you have identified what value you desire in a partner, then you need to develop a matching offer that connects with that value. A **value offer** is required, which is based on one or more elements from your own business model. An effective offer either complements or enhances the value you would desire from a partner. Only if this connection is made, do you have a basis for creating a relationship.

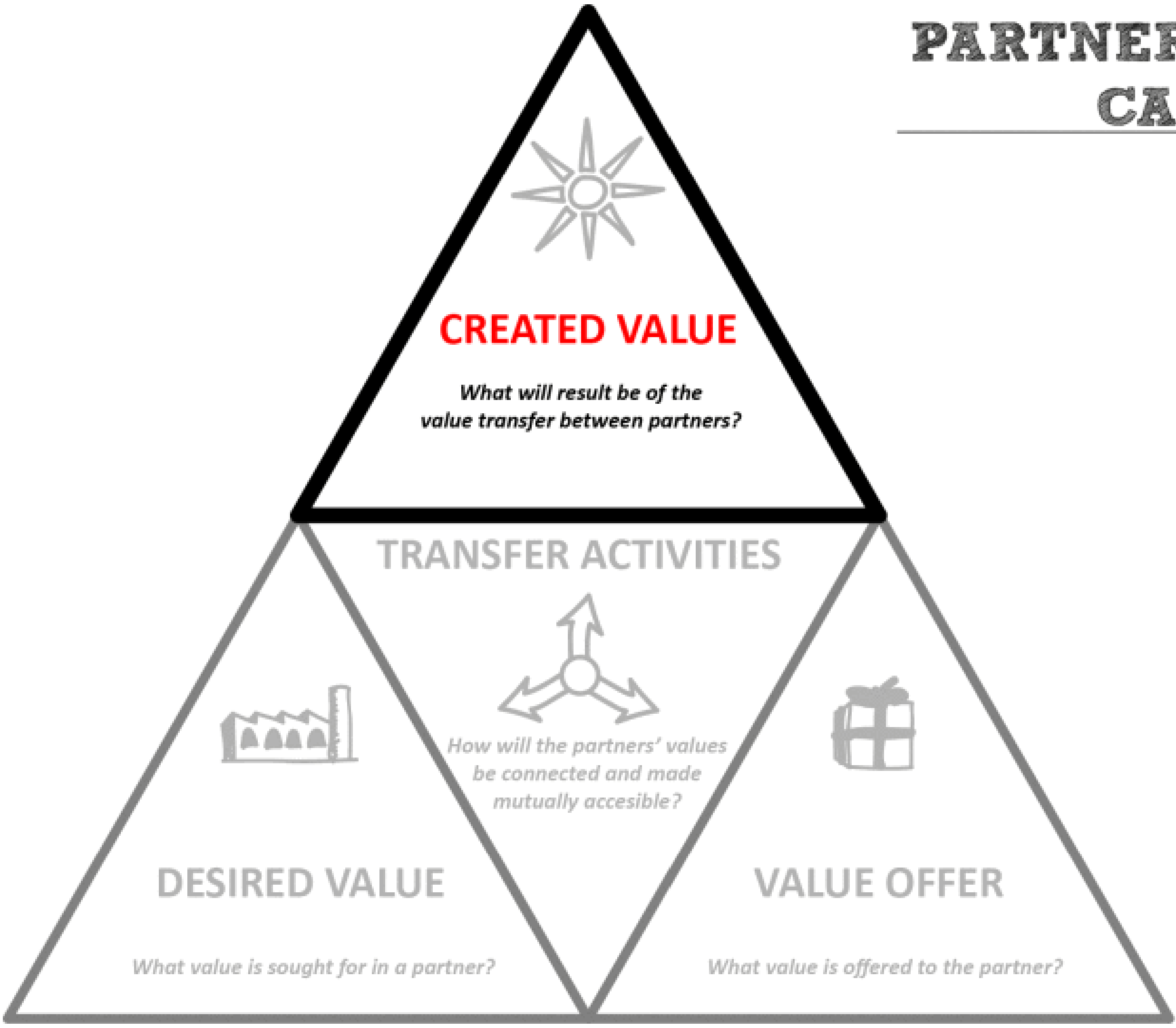


The third question demands clarification on how you will connect the desired and offered value. Through what collaboration activities or through what form will these values be connected? It is essential that both parties find a way to integrate the value that they are putting to the table. This **transfer activity** building block is the exchange by which synergy between the partnering business models is created.



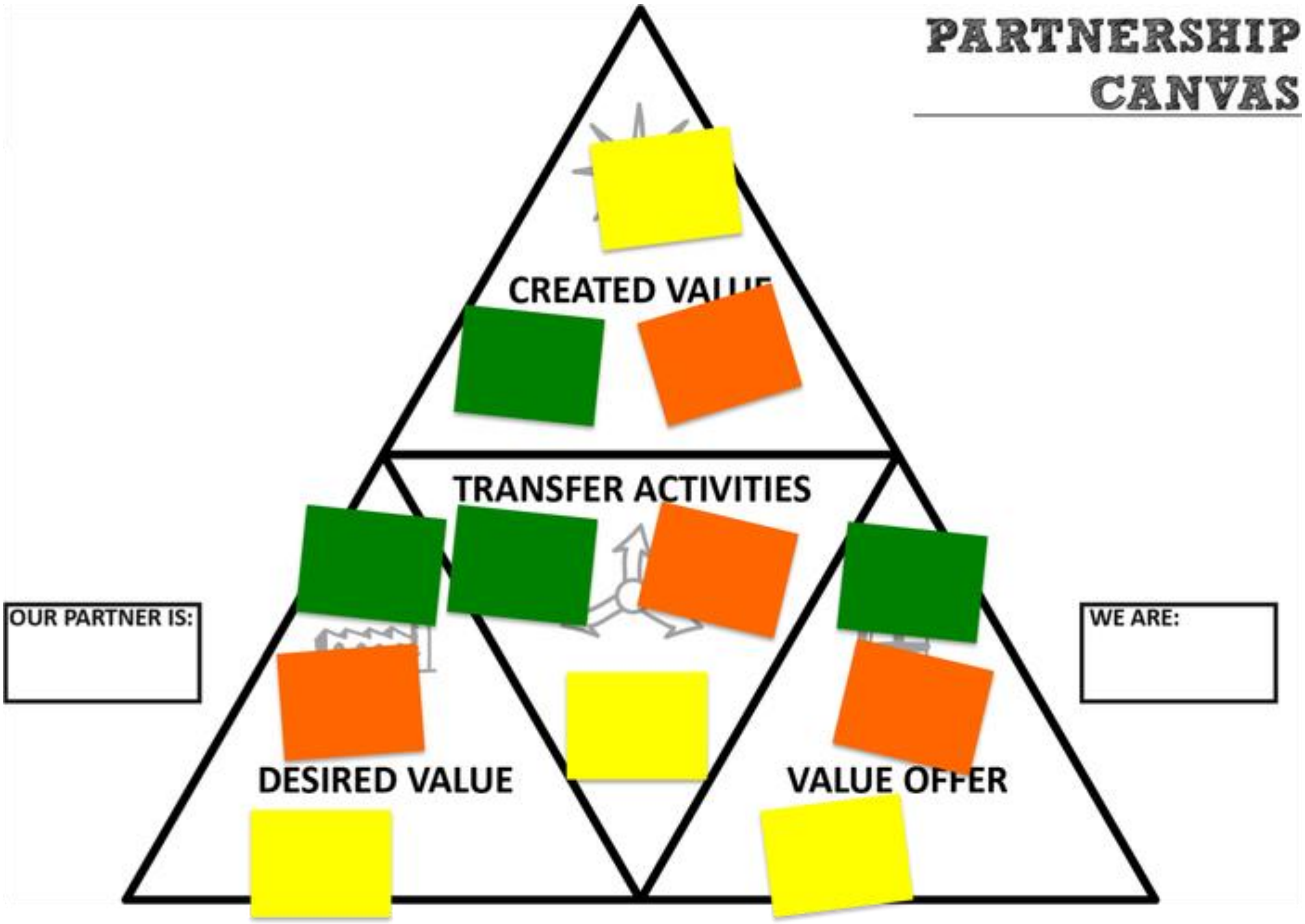
With this third building block, an engine is created that enables value to flow between partners. But the partnership discussion doesn't end there. Essentially what we've defined so far is a basis for connecting values. The ultimate question is whether this value engine enables you to create a new form of value that you can utilize to innovate in one of the building blocks of your business model. This question on **created value** makes up the fourth building block of the partnership.

PARTNERSHIP CANVAS

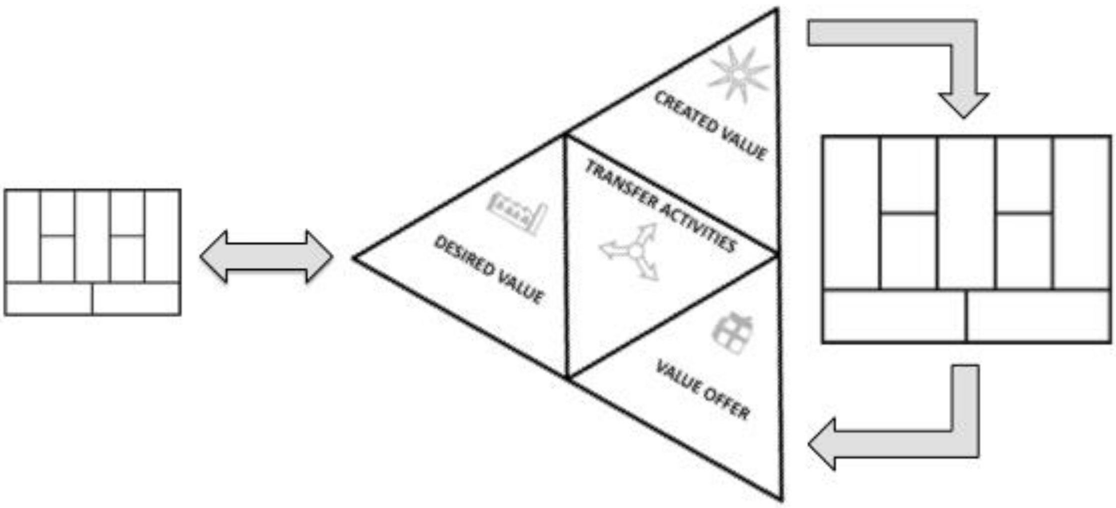


Using the partnership canvas

Once you have mapped your business model, and desired value from a partner, you can use the partnership canvas to see how you can connect with a partner. The value flow between the both partners is made by linking all the building blocks together through a single line of reasoning. Use post-its to describe the elements of your partnership. If multiple value elements are involved in a partnership, then you can use color coding of post-its to connecting lines of value exchange.



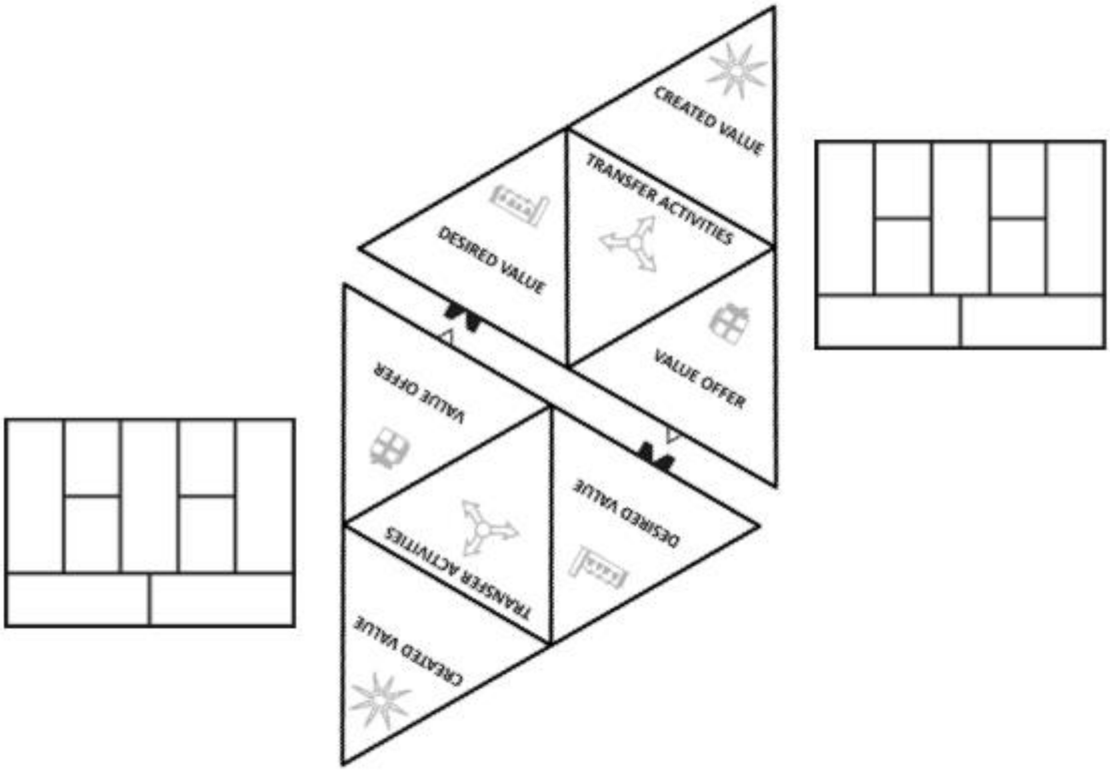
Another important feature built into the design of the partnership canvas is that it enables communication between a business model and its partnership. The value offer, and created value both have links to the business model of one the partners, and the desired value should relate to an attribute of the other partner.



Lastly, but perhaps most importantly, the partnership canvas is designed in such a way that it accommodates the comparison of a partnership from both partners' perspectives. By laying the foundation of the partnership canvas against each other, you will be able to compare whether:

- Your desired value is what your partner is willing to offer
- Your offer is the value that a partner desires from you
- You have a same framing of the transfer activities, required to connect your values.

The figure below shows how a partnership can be compared from the perspective of two partners, each with their own business model.



By comparing two perspectives, prospecting partners can sense each other out early, and also learn from each other on the various opportunities that exist. Also, they can find out early on whether there actually is a partnering perspective in the first place. This might be a painful realisation to make, but it could save a lot of more hurt from a painful divorce in the future.

Conclusion

The partnership canvas creates empathy between two prospective partners on the strategic importance of the partnership to each. The canvas can be used as a stand-alone tool to quickly identify a partnering opportunity. But for full strategizing value, it's better to use it in conjunction with the business model canvas.

The partnership canvas has been tested in various workshop settings with students and entrepreneurs. It has demonstrably contributed to better partnership discussions. Parties become clear about each other's strategic objectives. Also, they learn from each other about the various opportunities there are to partner. It's not a matter of making one grand master plan for an offer the partner can't refuse, but more of finding out together what the opportunities are.

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Bart Doorneweert - partnershipcanvas.com

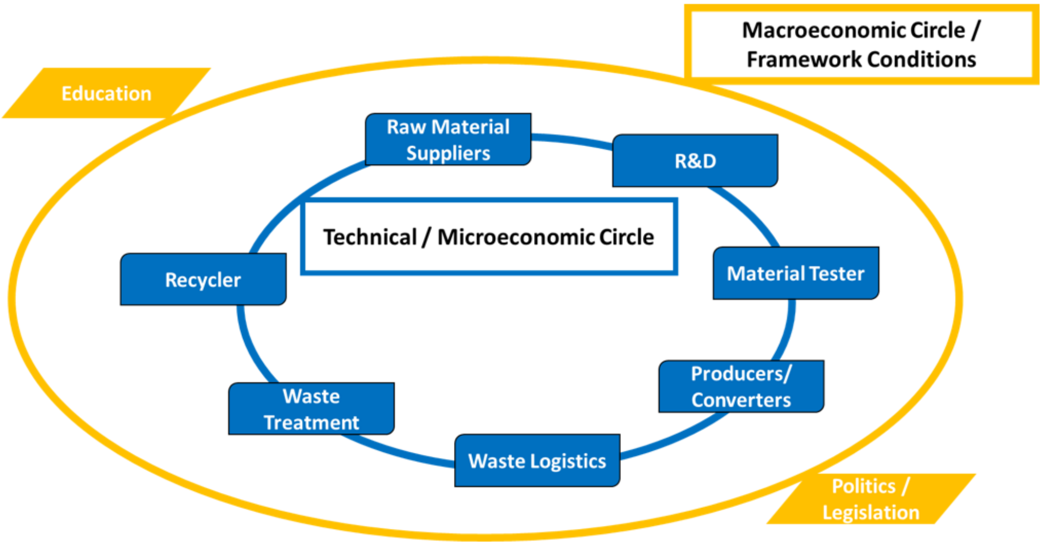
FINDING SOLUTIONS FOR PROBLEMS ALONG A VALUE CHAIN

Background

For a functioning circular economy, there is one simple, effective and unbeaten strategy: to share knowledge. Not just within the company, but within the entire value chain. Companies at one point of the value chain often do not know that other companies and people are dealing with their product at another life-phase of the product. In fact, communication is key to improve corporate sustainability, which can reveal potential synergy effects which offer additional value for the companies. This notion is called “Value Chain Collaboration”. In short, by knowing the entire product and material value chain, companies will get to know the challenges along the entire life-cycle and therefore be able to adapt their materials, products, and processes accordingly. One easy strategy is to host value-chain workshops with as few participants as possible, in the following order (see illustration below):

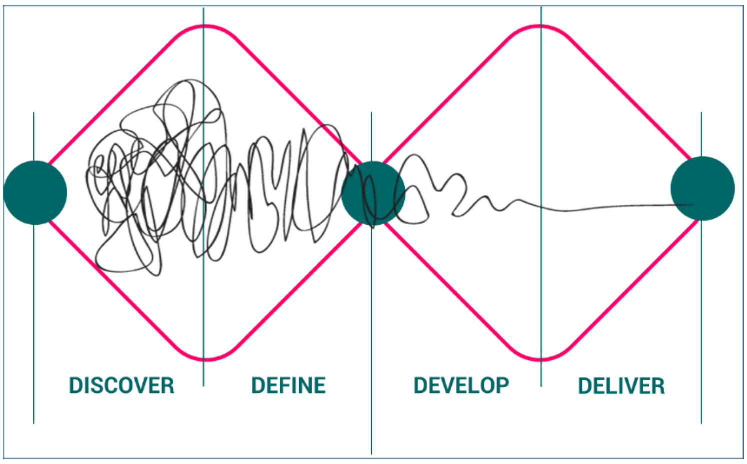
1. The technical issues have to be solved together with technical experts, engineers from companies, and if already possible or in a separate session, these solutions have to be discussed on a management level with a broader range of managers [microeconomic circle]
2. The political issues have to be solved to adapt the framework together with politicians, education representatives, and the chief executives from the participating companies [macroeconomic circle].

This enables an exchange of knowledge and prepares for the implementation of changes at a corporate and political level. Additionally, excursions to the facilities improve the collaboration, and it is wise to make use of cooperation platforms such as business clusters. Possible participants suitable for a value chain collaboration are raw material suppliers, material producers, material converters, OEMs, users (consumers), and finally the end-of-life businesses dealing with the waste. Possible alternative end-of-life businesses can be conventional companies, for possible synergistic waste treatment in existing processes. Additionally, the manufacturers of the respective machineries, as well as the scientific researchers, and politicians are relevant due to their strong influence on the main actors in this system.



Mind-set and underlying theory

The value-chain workshops can for example be based on the mind-set of “Design Thinking” (see illustration below). In this case, it is paramount to invest 50% of the time into deeply elaborating and understanding the problem in its entirety in the two first stages “Discover” and “Define”. In the subsequent stages, new ideas are “developed” and “delivered” in the second 50%.



Workshop idea

In the following, you will find an **elaborate example** workshop programme developed and hosted by Design Thinking experts, and tested with representatives of the entire value chain of reinforced plastic composites:

1. Understand the “others” / switch perspectives: for example with interviewing each group and taking notes on post-its (30min)
2. Define common challenges and needs: for example with copying common challenges to new post-its (20min)
3. Develop solutions: for example with brainstorming in groups (20min)
4. Evaluate and rate the developed solutions: for example in the same groups (20min)
5. Decide on next steps: make plans on how to realise the best solutions (30min)

One additional option to optimize such value chain collaboration workshops is to do company tours before the workshop to deeply involve each representative.

Based on Schönmayr, D. (2017). Automotive Recycling, Plastics, and Sustainability: The Recycling Renaissance. © Springer International Publishing Switzerland 2017. All rights reserved.

MOVECO :: COLLABORATION TOOL ::

DELIVER SECTION :: CKP :: Cluster and Cluster Cooperation Project

Face-to-face Tool

Cluster

Companies have the opportunity to participate in industry clusters as partners. This strengthens the innovative strength, competitiveness and visibility of the partner companies. Together, innovative, ecologically and economically meaningful solutions for the present and the future are developed and implemented. The cluster forms the interface between companies, research and educational institutions, decision-makers and users. The clusters initiate, promote and coordinate the cooperation of the partner companies. An essential task is the networking of technology providers with users, especially in the industrial or municipal environment. Particular attention is paid to the needs of small and medium-sized enterprises (SMEs) …

Cluster Cooperation Projects

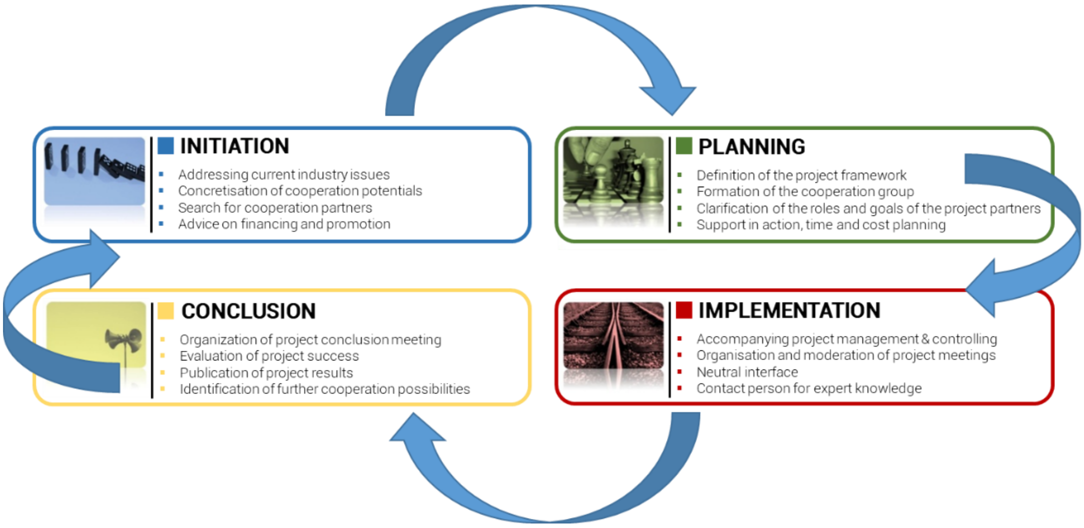
In cluster cooperation projects, several companies work together, sometimes together with an R&D or qualification institution. This strengthens the competitiveness of the partners in the areas of technology and organization.

The aim is to promote innovative cooperation projects between companies and R&D institutions that contribute to strengthening the innovative strength and international competitiveness of the sector (s) concerned.

At least three companies (including small and medium-sized enterprises) must work together on technology and organizational projects. The companies have access to funding as well as the support of the cluster for various project management services.

The clusters support the companies particularly by:

- Advice on project ideas (alternative funding opportunities, framework conditions)
- Search for suitable project partners (research, call for projects via the cluster media, initiation of round tables for interested parties)
- Preparation of grant applications
- Handling the submission of grant applications
- Accompaniment during the project realization
- Possibility to hold project meetings
- Project-related public relations (media and trade press)



Activities derived from cluster collaborative projects

National and EU-funded Projects

The cooperation of companies and institutions on different topics is supported by national and international funding channels (funds from EU, federal and state) and accompanied by the clusters.

Special Interest Groups

Under the project leadership of the clusters, companies work together in an interest group on new topics, such as a new technology to further develop and make it more visible to the public.

Experience Sharing Rounds

A closed group of companies meets several times a year for a mutual exchange of experience on a jointly defined topic. The ERFA round is organized and moderated by the clusters.

Sales and Internationalization Activities

The clusters organize study trips, supplier days or joint trade fair appearances by partner companies to facilitate access to new markets.

Cross-company Public Relations

With the support of the clusters, media co-operations are initiated, joint press conferences organized, awards and awards given, and joint events held.

DELIVER SECTION :: SIG :: Special Interest Group

Face-to-face Tool

The aim of a SIG platform is project initiation into a guiding theme. Increasing the visibility of the individual topics as well as conducting specialist events on relevant topics are also tasks of a SIG platform. The focus is on cooperation between individual companies and research institutions. Some platforms have control groups that specify topics.

Typical group size (min-max)

15 to 35 participants. With 50 participants you reach a critical mass and should split the topic.

Group composition

Participants from the entire value chain. Steering Group / Advisory Board on some platform to sharpen and specify topics.

Goals / Benefits of SIG

- Common know-how structure and exchange of experience
- Common occurrence as a platform (media, web, trade fairs)
- Joint focus on topics defined by the group
- Strengthening competitiveness through business and R & D overarching cooperation
- Awareness raising for the platform at the level of industry, R & D, and stakeholders & policy
- Bundling of competences and networking of participants regionally, nationally and internationally
- Closing competence and "Infrastructure" (R & D) gaps through joint efforts

Organization of SIG

- 2-3 plenary meetings per year (all working groups)
- Optionally several working group meetings
- Meetings take place with partners of the platform (optional company visit), possibly also on neutral ground
- Duration of the plenary meetings max. ½ day (possibly including introductory lecture)
- Cluster moderates, coordinates and logs the meetings
- Last meeting in the year = planning meeting for following year incl. Budget setting definition of responsibilities etc.

MOVECO :: COLLABORATION TOOL ::

PARTNER CONTACT TOOL ::

Virtual Tool

In the course of the MOVECO project, an attempt is being made to promote cooperation between companies and R&D, thus increasing the innovative power in the direction of a circular economy.

With targeted collaboration tools, collaboration is to be fostered and innovation generated in a targeted manner. In addition to several face-to-face tools developed within the MOVECO project, the MOVECO project platform also offers a virtual tool that allows users to easily establish direct contact with each other. This Online Partner Contact Tool is explained here shortly.

On the MOVECO platform, users can easily contact a research institution by entering certain data in the "Online Collaboration Tools" section. Using this online tool on the MOVECO platform is simple and self-explanatory for ease of use.

The user enters the following basic data on the platform in order to be contacted afterwards regarding his problem:

- Title
- Name
- Surname
- Organisation

In addition to these simple basic data, the user is also asked in which form (via e-mail or via platform) he/she would like to be contacted.

Then the user is asked to enter the purpose of his request in a text field.The tool also shows data on the individual R&D organizations, e.g. information on the organization, information on existing projects and opportunities for cooperation.

At the end, a check mark must be placed to regulate the terms of use and transfer of the data.

The following section contains a proposal for the structure of the Partner Contact Tool.

Structure Partner Contact Tool – Text Proposal

The following section contains suggestions for texting the tool on the MOVECO platform. Of course, such a tool can be adapted and extended for any other platform - depending on the needs of the users of the respective platform:

Are you planning a circular project? Do you need creative input and knowledge support? Are you still looking for a partner in research to make sure that your project will become a success? Discover our research and development platform on circular economy and get in touch with local experts!

Start networking here and build up trustworthy collaborations and vivid exchange by using our matchmaking tool!

Contact request:

Title [Text]

Name [Text]

Surname [Text]

Organisation [Text]

How would you like to be contacted? [Drop Down Menu]

Via E-Mail [select]

Via platform [select]

Please indicate the purpose of your contact request [Text]

Information on organisation (provided on platform)

Information on the organisation

Information on ongoing project

Collaboration possibilities

MOVECO :: COLLABORATION TOOL ::

CHALLENGE SOLUTION REQUEST ::

Virtual Tool

In the course of the MOVECO project, several collaboration tools are offered. In addition to the numerous face-to-face tools, the Challenge solution pitch forum offers MOVECO platform users the opportunity to actively participate in finding solutions to Circular Economy problems. In addition, users can establish contacts with each other without bureaucracy and exchange information on specific topics.

The Challenge solution pitch forum is structured as an online forum in which there are always open rounds on specific topics. The user can either react to an existing challenge and get involved or start a new challenge on a specific topic.

Challenges can be created by individuals, companies or organisations (e.g. Business Supporting Organisations or R&D submissions). Every visitor to the MOVECO platform is invited to contribute thematically.

Each challenge is structured in the same way:

- Summary of the intention (problem that has to be solved)
- Collection of ideas (free forum for all users)
- Solutions

Each idea and solution can be commented and replenished by the other users. The principle behind the Challenge solution pitch forum is that of swarm intelligence: a kind of open source process is used to work together across competencies to solve a problem.

On the start page, the user can see all current challenges. It is recommended to define a time frame for each challenge in which the forum is open. After a certain time the forum will be closed. When the user clicks on a challenge, the detailed view of the problem to be solved appears. He sees here the basic question concerning the challenge and an explanatory description of the problem (e.g. introduction, where the problem occurred, or for which case the solutions should be used later). The user also sees who initiated the challenge.

In the section "ideas" the user can see which solutions have been proposed. Here, too, the user has the option of clicking on the individual solutions to get to the detailed view. There he can make comments to supplement or improve the idea. The creator of the idea can also be seen here. In this way, users can easily make contact with each other and exchange information on a topic.

Suggestions for texts

The following section contains suggestions for texting the tool on the MOVECO platform. Of course, such a tool can be adapted and extended for any other platform - depending on the needs of the users of the respective platform:

Ask a Question!

Find the right answer to your question with only one click. Just type in the question in the interface - please keep it short and clear. The circular economy community help you to the right answer - without leaving the desk!

Let our community help you to identify circular solutions for you!

Are you an expert in circular economy? We invite you to share your knowledge and be a mentor by supporting others and answer their questions.