

















<p>KEY PARTNERS </p> <p>How can you shape regulations</p> <ul style="list-style-type: none"> • With your key partners? • Partnering with regulators? <p>How can you cooperate with your local community, eco-systems and key suppliers to minimize your negative footprint and optimize positive impact?</p>	<p>KEY ACTIVITIES </p> <p>What activities are essential to deliver on your value proposition? Are the activities designed for circularity/diversity/environmentally friendly? Are you minimizing the necessary time/materials/energy required for the activities? Could you synergize with others, who perform similar activities?</p>	<p>VALUE PROPOSITIONS </p> <p>What is the value that you are offering to your clients? What is the problem, you are solving, or need you are fulfilling for your customers?</p> <p>Describe the “problem-to-be-solved” rather than the product or service itself.</p>	<p>CHANNELS </p> <p>What channels do your customers prefer? How are your channels integrated and connected to your customers' routines? How do your channels support your mission and purpose of making a difference? Could you synergize (further) with your channels to increase your impact? Or minimize your footprint?</p>	<p>CUSTOMER SEGMENTS </p> <p>Who are you creating value for?</p> <p>Who are the primary customers? How do you influence your customers to affect change? How could you educate your customers with the knowledge and insights you have on your product/service/ industry/market?</p>
<p>Where can you strive for industrial symbiosis and synergies by looking at the key activities your partners perform.</p> <p>Can you find new partners and suppliers who share your social/environmental values and mission?</p> <p>Can you strengthen your community or build one around your activities to empower and engage all stakeholders and unleash potential of everyone?</p>	<p>KEY RESOURCES </p> <p>What resources are essential do deliver on your value proposition? Can they be better utilized? How do you ensure the resources will be available in the future? Could you use less, switch to recycled/reused/ borrowed/ leased/ rented resources? Could you leverage waste-/side streams? Can you optimize to benefit more people without increase the use of resources?</p>	<p>IMPACT </p> <p>How does your product/service change the world? Why should your product/service exist in a world of scarce resources?</p>	<p>CUSTOMER RELATIONSHIPS </p> <p>What relationship do your clients expect you to have and maintain? How could you collaborate/co-create with your clients? How do you work together to increase your impact/decrease footprint?</p>	<p>How could you collaborate/co-create with your customers? Could they help improve your product/service? Make it better quality, circular, environmentally-friendly? Could they help increase your impact? Decrease your footprint?</p> <p>Who are you helping in meeting their purpose? Could you support more customers in meeting targets and mission of making a difference?</p>
<p>Can you find partners within the industry (e.g. competitors, NGOs, etc.) to develop or setting social and environmental standards within your area of business?</p> <p>Are you and everyone in the supply chain transparent about operations? Can you push each other to become more transparent?</p>	<p>PLANNING THE LOOP </p> <p>Are you designing your value proposition into existing loops? Are you building on existing resources/knowledge/foundations? Do you design for disassembly, recycling, reuse? Can parts be exchanged for prolonged life span? Do you design for longevity and quality? Do you design your service in modules to be reused in a different context or price level?</p>	<p>Which one of the world's biggest problems are you part of solving? Which targets in the SDG's do you contribute to? What is the positive effect that you have on your surroundings? What positive impact do you have on your society, ecosystem, industry or market? How do you create value for the planet?</p>	<p>CLOSING THE LOOP </p> <p>Do you take responsibility and close your loops? What happens to your product, when it is broken/ expired/ of no more use to the customer? Do you educate your clients on how to close the loop? Could the product be recycled/reused/ renovated? What happens at end-of-life? How do you ensure that your service lives on/that the resources are not wasted? How do you create a ripple effect?</p>	<p>How could you distribute your value proposition more equally in society? Across segments, geography?</p> <p>Who cannot afford your product/solution but needs it? How might you help them?</p>
<p>FINANCIAL COSTS </p> <p>What are the biggest costs in your business model? Who are the biggest payments going to? Do you choose suppliers based on shared mission/values/impact goals? Do you prefer local/diverse collaborators? What is the risk profile of your supply chain? How does your bank/pension/ insurance company invest your money? Do you have equal pay for equal work? Do you provide equal opportunity for all? Do you have diversity on your payroll (gender, age, ethnicity, etc.)? How do you ensure that the price of your VP reflects the actual cost to people and planet?</p>		<p>FINANCIAL GAINS </p> <p>Who wins, when you win? (customers, team, suppliers, collaborators) How are profits distributed? How are you contributing to a local, distributed economy? How do you invest in people and planet? And the ecosystems affected by your activities? How do you repay the damage done by your activities?</p>		
<p>SOCIAL COSTS </p> <p>What are the social costs of your business model? Who is impacted negatively by your activities? Whose time is wasted, undervalued, underappreciated? Are the social costs shared equally and justly across the value chain?</p>		<p>SOCIAL GAINS </p> <p>How do you ensure that any negative impact is reduced or mitigated? How do you contribute to a safe and just space for everyone in your ecosystem? Do you ensure equal opportunity in your entire value chain? How do you respect the time of customers, team and suppliers? Do you offer special benefits that add value to people? (WFH, no-flight meetings, flexible work hours etc.) Is your team inclusive and diverse? Are you offering opportunities for people, who struggle to access the labour market? Are you products/services accessible to everyone? Is your work place?</p>		
<p>ENVIRONMENTAL COSTS </p> <p>What environmental costs do your activities incur? What resources are not circular? What activities use a lot of energy? Is the energy renewable? What amounts of trash do your activities incur? How much surplus or unused material? Are you generating toxic waste/sewage/ pollution? What are the potential side effects or risks from using new technologies/digitalization? How are you overshooting planetary boundaries?</p>		<p>ENVIRONMENTAL GAINS </p> <p>What environmental gains do your activities incur? What are the benefits for the planet? How are you contributing to the regeneration of resources and energy? How might you maximize the environmental gains? How are you contributing to repairing and revitalizing the planetary boundaries?</p>		