

Circular economy – transforming waste into resources

From linear to circular water and sanitation models

June 26th to 30th 2017, Spiez, Switzerland

Guidelines for Group Work

Purpose

For providing the base upon which the workshop topic will be tackled in an in-depth and practical manner, the event will feature **clinical cases**. These **real-life water and sanitation models** (either linear, or early/pilot stage circular models) will be studied and further developed during the group work sessions that will take place throughout the week. The working groups objective will be to develop plans for **transitioning the current models to circular water and sanitation models**. The groups will be supported by dedicated coaches.

Expected outputs at the end of the week

We would like the groups to develop at least the following outputs:

- ✓ Threats and opportunities in the business environment (→ template “Blue Diamond”)
- ✓ Circular business model and associated strengths and weaknesses (→ template “Circular Business Model”)
- ✓ Scaling plan or implementation for making use of strengths/ opportunities and overcoming weaknesses/threats (→ template “Scaling Plan”)

On the final day of the workshop, each group will be asked to give a **15-minute presentation** on the results of the group work and their recommendations. The guidelines for the presentation are to be found further down under task 4.

Task 1

The group will start by having the clinical case presented in greater detail by the country case owner (15 min maximum!). This will allow the group to get a better understanding of the context (social, economic, environmental, political, technological, institutional, cultural etc.), the current state of the linear or early stage circular water and sanitation model (e.g. water, material, energy and financial flows, stakeholders involved) as well as the challenges or needs for improvement associated with the current model. Then the group starts working on the following tasks:

- ❑ Describe the current water and sanitation model by visualizing the water, material, energy and financial flows that are relevant to the clinical case. Then assess the associated strengths and weaknesses of the model.
✍ *Template: You may use the “Circular Flows” template and adapt it to the case.*
- ❑ Then assess the threats and opportunities of the social, economic, environmental, political, technological, institutional, cultural environment.
✍ *Template: Please use the “Blue Diamond” template.*

Task 2

Reflect on and discuss which of the tools, approaches and lessons learnt from the practical insight presentations and the field trip are relevant for the clinical case and use them to generate new ideas for a circular business model. Also analyse the strengths and weaknesses of the current model as well as the threats and opportunities in the environment, to improve or develop a new circular business model.

- ❑ Brainstorm new ideas for the circular business model.
✍ *Templates: You may use the “Fast Idea Generator” and/ or “Service Flip” template for developing new ideas.*
- ❑ Develop the circular business model that is appropriate for capitalizing on the identified strengths/opportunities and overcoming the weaknesses/ threats.
✍ *Template: Please use the “Circular Business Model” template for visualizing the business model.*

Task 3

Draft a plan on how to transition from a linear to a circular model or to scale up or replicate a circular business model. For this, the groups will have to identify strategies to capitalize on the identified strengths/ opportunities and overcome the weaknesses/ threats. Again, the tools, approaches and lessons learnt from the practical insight presentations and field trip will help groups in addressing the following questions:

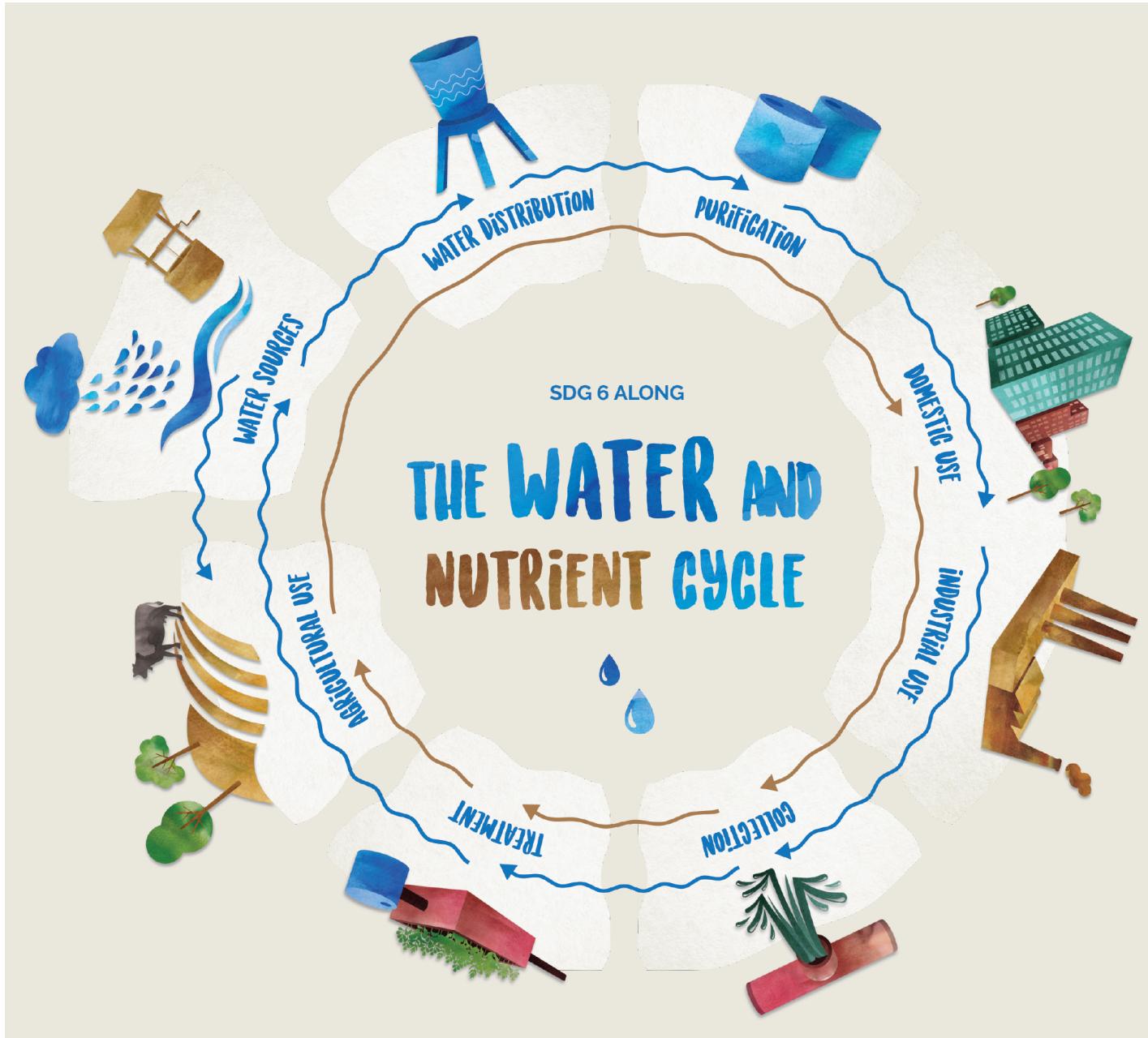
- ❑ Describe the process of transitioning from a linear to a circular model or of scaling up/ replicating a circular model.
 - How do you intend to build social acceptance and create demand for the reused products?
 - How do you intend to manage the health risks?
 - How do you use enabling technologies/ ICT for supporting this process?
 - etc.
- ☞ Template: Please use the template “**Scaling Plan**” for visualising your plan. You may have to adapt it to your case.*
- ❑ Describe the key stakeholders and how you intend to engage and mobilize them?
 - ☞ Template: You may use the template “**Circular Buy-in**”.*

Task 4

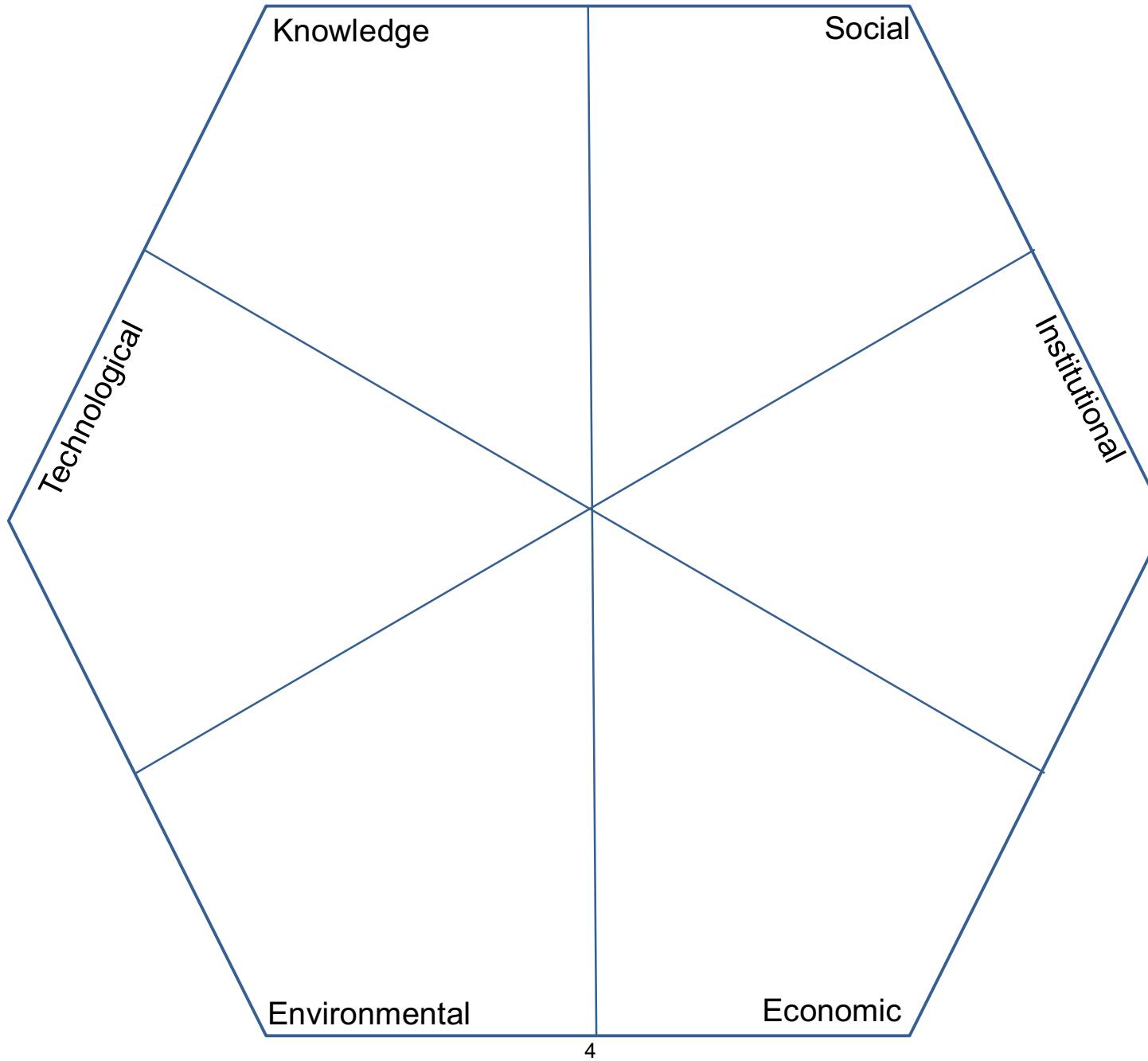
On the morning of day 5, each group will present the results of their work (15 min + 5 min Q&A). They will present the major outputs (**→ the outputs in bold are mandatory**) and address the following and any other relevant questions:

- Which water, material, energy and financial flows are relevant for the current model and which strengths and weaknesses are associated with it? (**→ “Circular Flows”**)
- Which threats and opportunities are relevant in the business environment? (**→ “Blue Diamond”**)
- What kind of circular business model was developed for capitalizing on the identified strengths/ opportunities and overcoming the weaknesses/ threats? (**→ “Circular Business Model”**)
- Who are the key stakeholders and how do you intend to engage and mobilize them? (**→ “Circular Buy-in”**)
- How do you intend to manage the process of transitioning from a linear to a circular model or of scaling up/ replicating? (**→ “Scaling Plan”**)
 - How do you intend to build social acceptance and create demand for the reused products?
 - How do you intend to manage the health risks?
 - How do you use enabling technologies/ ICT for supporting this process?
 - ...
- Which three top recommendations do you have for specific stakeholder groups (policy makers, financers, implementers, regulators, ...)? Which one general recommendation do you have?

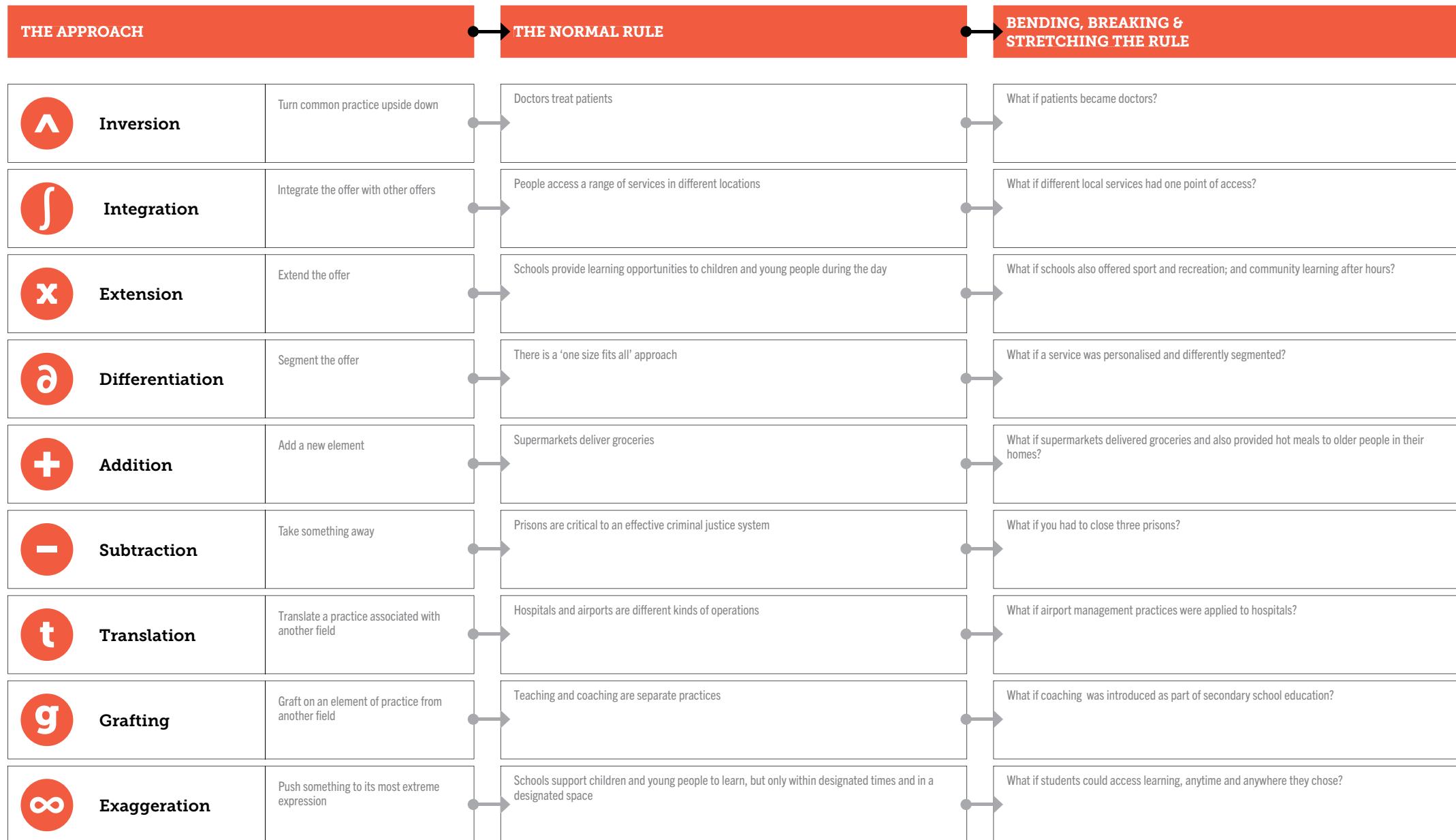
Template “Circular Flows” (puzzle will also be distributed for group work)



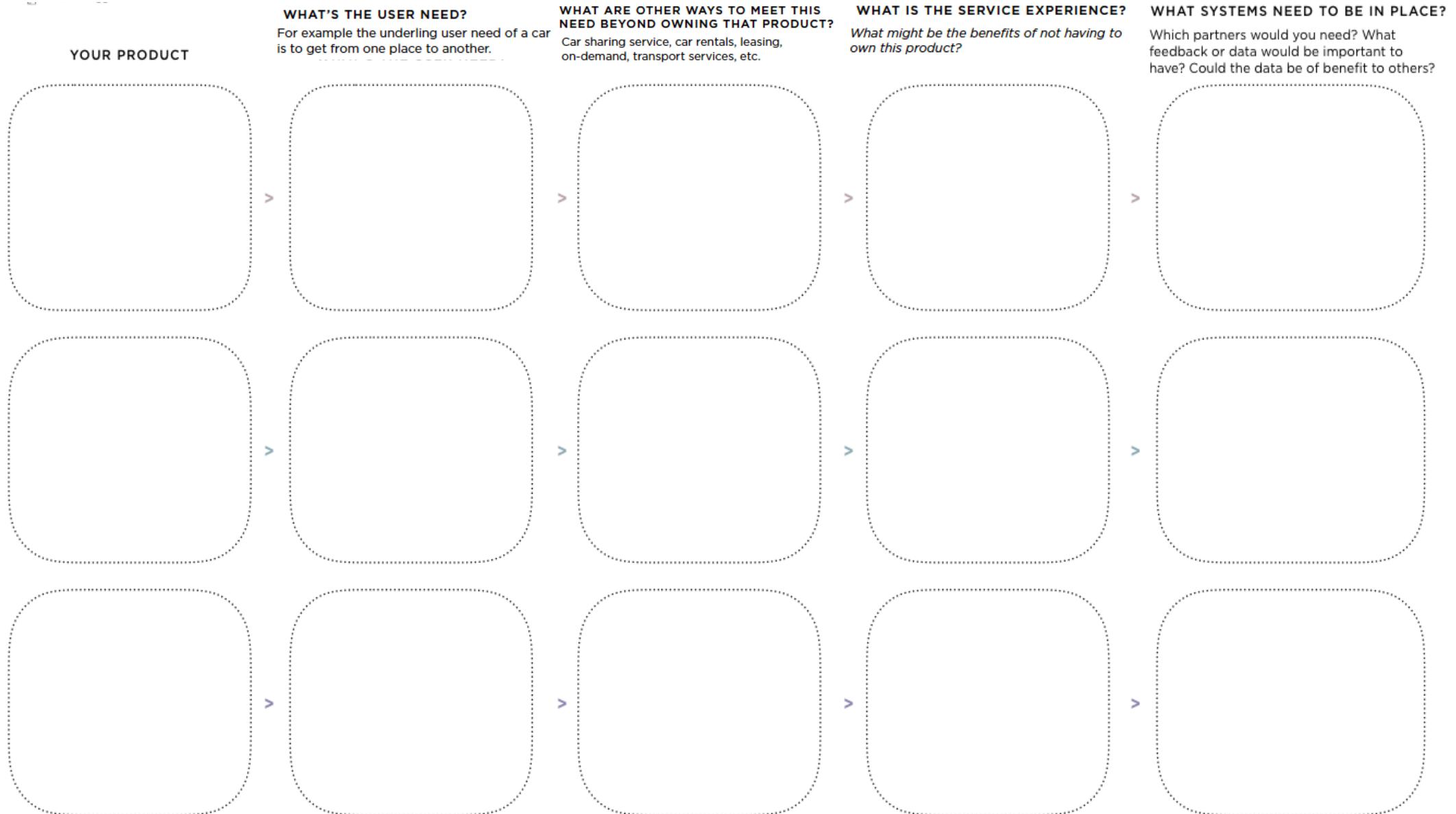
Template “Blue Diamond” (big version will be distributed for group work)



Template “Fast Idea Generator”



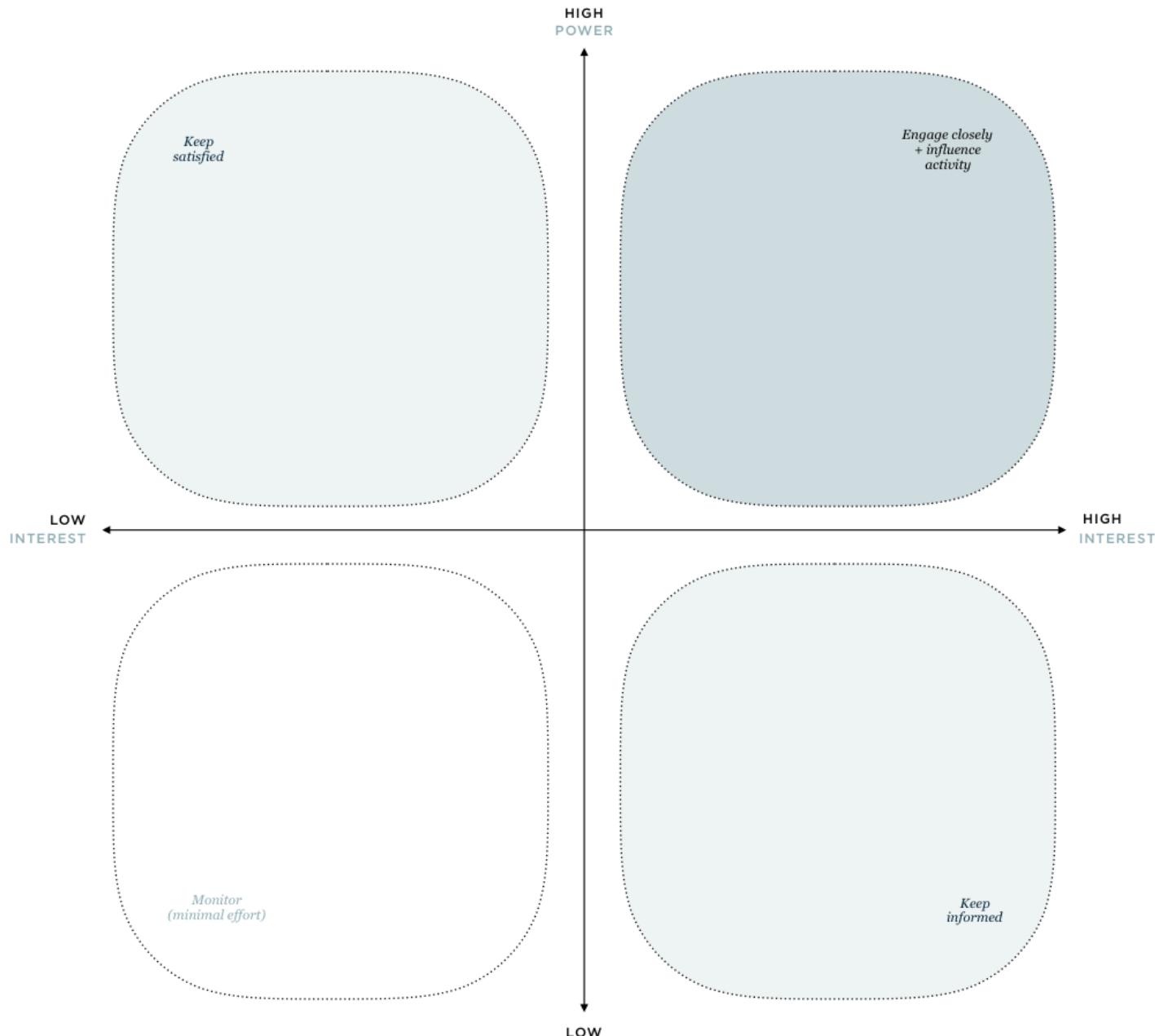
Template “Service Flip”



Template “Circular Business Model” (big version will be distributed for group work)

<p> KEY PARTNERSHIPS</p> <p>How might you strengthen your partnerships with organisations across the value chain to benefit from circularity (flows of materials, information and capital) in the system?</p> <p>What new or unexpected partnerships can you form to grow circularity within your organisation and the system?</p>	<p> KEY ACTIVITIES</p> <p>What activities might best help you achieve your value proposition?</p> <p>What might be the positive externalities (i.e. the consequences of your actions on others) of your activities? And how might you monitor and design out any negative externalities?</p> <p>How might you create new forms of human, natural or financial capital?</p>	<p> VALUE PROPOSITION</p> <p>Start by asking yourself: what are the needs you are aiming to meet? Is it a product or is a service required to fulfil these needs?</p> <p>Is there anything associated with your product/service that has potential value to others?</p> <p>How will you create a compelling story about your value proposition?</p> <p>How might you enhance your value proposition from the outset by designing for adaptability and continuous evolution?</p>	<p> CUSTOMER RELATIONSHIPS</p> <p>What feedback loops will you build in with your customers to become more nimble and adaptable to their feedback?</p> <p>How might you connect customers with other parts of the journey of your product/service or materials?</p>	<p> CUSTOMER SEGMENTS</p> <p>Who will be the main customers or users of your product/service?</p> <p>Who else might benefit from or will be affected by your materials/product/service? Also consider beneficiaries beyond your immediate value chain and industry.</p>
<p> KEY RESOURCES</p> <p>How might you build a multi-disciplinary team within or across organisations to create value in a circular economy? How might you embrace connectivity?</p> <p>What capabilities do you need to enable circular flows and feedback mechanisms and run your organisation successfully in the short and long term?</p> <p>Where will your resources come from (renewable or finite source) and what will happen to them after use?</p>	<p> CHANNELS</p> <p>How might you redesign your relationship with your supply chain?</p> <p>How might you build feedback loops directly into your product/service that allow you to identify new opportunities?</p> <p>What role could you play in the reverse logistics chain?</p>	<p> COSTS</p> <p>Which costs could be shared or lowered through other users and partners?</p> <p>Could you shift from an ownership model of under-utilised assets to payment for access and usage?</p> <p>How might you reduce cost volatility and dependence on the use of finite resources? What can you do to mitigate risk?</p>	<p> REVENUES</p> <p>How might you diversify opportunities to increase resilience, growth and innovation?</p> <p>How might “growing the pie” (through value creation elsewhere in the system) impact favourably on your own future success?</p> <p>How might your business model help create other types of value? Human, social or natural capital?</p> <p>How might new services increase revenue from existing products, assets or your delivery systems?</p>	

Template “Circular Buy-In”



NAME:

WHAT MATTERS
MOST TO ME?

HOW DO I SOLVE
PROBLEMS?



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Template “Scaling Plan” (big version will be distributed for group work)

