Circular Economy Transformation Canvas   made by prosperkolleg

The **Circular Economy Transformation Canvas** serves as an analyzing tool for identifying surrounding conditions and creating transformation processes regarding the Circular Economy. It integrates aspects of the Business Model Canvas for developing new business models, the Project Canvas for project development, and the Learning Canvas for creating learning concepts. It focuses on **informing**, **sensitizing,** and **qualifying target group(s) regarding the Circular Economy** for which activities or programs are developed in the process.
However, the Canvas can be used for various processes of change, among other things in analyzing and creating ideas for the following scopes:

- Information supply
- awareness-raising activities
- Qualification, training, etc.
- Transformation process towards a Circular Economy in companies, local municipalities, and other organizations.

Required if conducted with attendance:

- Markers
- post its (the more colors, the better)
- Canvas printed in size DIN A0 (841 x 1189 mm) or A1 (594 x 841mm) or comparable

Required if conducted online:

- Access to Miro and the Circular Economy Transformation Canvas

Advice for conducting:

- **Length**: A session should be scheduled for about 2 hours.
- **How to proceed:** The numbers are followed in order. If subdivided (e.g. 2a) one row of numbers is finished before proceeding with the next one (so for instance, 2a, 2b, 2c, and then 3a and so on). Since the canvas focuses on the participant, these canvas panels should be concentrated on when conducting the session. If necessary, the other panels could be reduced in time or even omitted.
- **Moderation**: The canvas session should be conducted by one to two moderators. One should concentrate on dialogues with the session participants (who are not necessarily participants in the planned activities) while the other one documents the session.
- **Group size**: The canvas can be used with individuals as well as in (small) groups.
    - when doing the session with one or two participants, it can be carried on in dialogues.
    - with groups of three persons or more, it is recommended to let the participants collect and document ideas for themselves first. The results are then discussed and commented on in the group.
- **Intro**: It is suggested to do a personal introduction followed by explaining the goals and method. Depending on the participants' knowledge of the Circular Economy it could be useful to fill the participants in with a short introduction to the topic.
- **Closure**: The conclusion of the session should give an overview of the filled canvas and the next steps should be arranged.

Following, you will be guided step-by-step through the Canvas, including several examples.

Circular Economy Transformation Canvas

made by **prosperkolleg**

Date: Participants: Moderator: Topic / Objective:

Triggers? Driving forces? Trends? 1
What are internal (e.g. operative) or external (e.g. societal, economical, political, regulatory, technological) driving forces, triggers and trends towards Circular Economy?

\+

O

−

Stakeholders are … 2b
Who benefits from the actions implicitly (e.g. management, clients/customers)?

\+   O   −

Initial state of stakeholders 3b
What preconditions are met for Circular Economy?

Target state of stakeholders 4b
What objectives / benefits are stakeholders aiming for?

Participants are … 2a
Who would like to or should take part?

Initial state of participants 3a
What preconditions are met for Circular Economy?

Target state of participants 4a
What objectives / benefits are participants aiming at?

Providers are … 2c
Who will provide the actions?

Initial state of providers 3c
What preconditions are met for Circular Economy?

Target state of providers 4c
What objectives / benefits are providers aiming for?

Action(s) 5
What kind of **preparations** are needed?
What **information** is necessary to get into the process of the activity?

Conducting the action(s) 5a
How can participants achieve a transition from original to target state?
↳ Concept elements: content / topics, flow, (sub)goals, length, methods, tools etc.

Resources & surrounding conditions 5b
available   further needed

Should the (learning) goals that have been set be **verified**? If so, how (e.g. by test and/or certification)?

Accompanying actions / follow-up 8
Are there accompanying measures?
How to proceed after the so far planned actions?

Systemic evaluation of transformation: 7
Initial state vs. target state (after a certain amount of time)
How can the transformation be measured?

Feedback: 6
Quick evaluation of the action(s) (instant)
How can the feedback be obtained?

Why should one deal with the Circular Economy?
What was the reason to get involved with it? For example, were there certain events or impulses?
Why should the current situation change or improve?

10 min.

- Are there internal (e.g. operational, personal) or external (e.g. political, societal) drivers for the desire for change?
- What are these drivers?
- How strong is the external pressure (e.g., economic, legal, social, market, customers, supply chains)?
- How strong is the pressure from within (e.g., employee ideas, company guidelines, shortage of skilled workers and training)?
- Are there overarching trends that require change?

The designated areas can be used for positive, neutral and negative aspects. If you work with post-its, you can additionally use different colors.

Triggers? Driving forces? Trends? 1

What are internal (e.g. operative) or external (e.g. societal, economical, political, regulatory, technological) driving forces, triggers and trends towards Circular Economy?

increased demand

\+

legal obligations

O

Greenwashing

−

Circular Economy Transformation Canvas
made by prosperkolleg

Date: **Participants:**   **Moderator:**   **Topic / Objective:**

Triggers? Driving forces? Trends?   1
What are internal (e.g. operative) or external (e.g. societal, economical, political, regulatory, technological) driving forces, triggers and trends towards Circular Economy?

+

O

–

Stakeholders are ...   2b
Who benefits from the actions implicitly (e.g. management, clients/customers)?

Participants are ...   2a
Who would like to or should take part?

Providers are ...   2c
Who will provide the actions?

Initial state of stakeholders   3b
What preconditions are met for Circular Economy?

Initial state of participants   3a
What preconditions are met for Circular Economy?

Initial state of providers   3c
What preconditions are met for Circular Economy?

Target state of stakeholders   4b
What objectives / benefits are stakeholders aiming for?

Target state of participants   4a
What objectives / benefits are participants aiming at?

Target state of providers   4c
What objectives / benefits are providers aiming for?

Action(s)   5

What kind of **preparations** are needed?
What **information** is necessary to get into the process of the activity?   5c

Conducting the action(s)   5a
How can participants achieve a transition from original to target state?
→ Concept elements: content / topics, flow, (sub)goals, length, methods, tools etc.

Resources & surrounding conditions   5b
available   further needed

Should the (learning) goals that have been set be **verified**? If so, how (e.g. by test and/or certification)?   5d

Accompanying actions / follow-up   8
Are there accompanying measures?
How to proceed after the so far planned actions?

Systemic evaluation of transformation:
Initial state vs. target state (after a certain amount of time)   7
How can the transformation be measured?

Feedback:
Quick evaluation of the action(s) (instant)   6
How can the feedback be obtained?

prosperkolleg.de, licensed under CC BY-SA 4.0

---

5 min.

Please note:
For each role, you can define a post it color can be defined which can be used further in the process if it is related to the respective target group.

How much do we know about the roles?

Have we captured all the relevant roles?

Are we using real or fictional roles?

Stakeholders are only **indirectly** involved in the activities and are also only indirectly sensitized or qualified through the participants. However, stakeholders want to benefit directly from the activity.

Which target group is the focus?
Does the target group need to be differentiated (e.g. SMEs or large companies, employees in purchasing, production, logistics, etc.)?

Who should or can offer the activity?
Which partners may further be needed?

Stakeholders are ...   2b
Who benefits from the actions implicitly (e.g. management, clients/customers)?

management   customers

Participants are ...   2a
Who would like to or should take part?

employees in purchasing   employees in marketing   employees in production

Providers are ...   2c
Who will provide the actions?

Prosperkolleg   external provider XY

Circular Economy Transformation Canvas

made by **prosperkolleg**

Triggers? Driving forces? Trends?
What are internal (e.g. operative) or external (e.g. societal, economical, political, regulatory, technological) driving forces, triggers and trends towards Circular Economy?

+

O

−

Stakeholders are ... 2b
Who benefits from the actions implicitly (e.g. management, clients/customers)?

Initial state of stakeholders 3b
What preconditions are met for Circular Economy?
+　　O　　−

Target state of stakeholders 4b
What objectives / benefits are stakeholders aiming for?

Action(s) 5
What kind of **preparations** are needed?
What **information** is necessary to get into the process of the activity? 5c

Participants are ... 2a
Who would like to or should take part?

Initial state of participants 3a
What preconditions are met for Circular Economy?
+　　O　　−

Target state of participants 4a
What objectives / benefits are participants aiming at?

Conducting the action(s) 5a
How can participants achieve a transition from original to target state?
→ Concept elements: content / topics, flow, (sub)goals, length, methods, tools etc.

Resources & surrounding conditions 5b
available　　further needed

Providers are ... 2c
Who will provide the actions?

Initial state of providers 3c
What preconditions are met for Circular Economy?
+　　O　　−

Target state of providers 4c
What objectives / benefits are providers aiming for?

Should the (learning) goals that have been set be **verified?** If so, how (e.g. by test and/or certification)? 5d

Accompanying actions / follow-up 8
Are there accompanying measures?
How to proceed after the so far planned actions?

Systemic evaluation of transformation: 7
Initial state vs. target state (after a certain amount of time)
How can the transformation be measured?

Feedback: 6
Quick evaluation of the action(s) (instant)
How can the feedback be obtained?

Key question for all actors:
What are the prerequisites for the Circular Economy?

(30 min.)

If necessary, this guiding question can be differentiated with the following sub-questions in order to identify skills that can be built upon:

- **What is the level of knowledge** in the field of Circular Economy and related topics?
- What previous **methodological or technical knowledge** do the actors have?
- What **previous experience** do the actors have?
- **Which problems** have to be solved at the moment?
- What is the **attitude** towards the Circular Economy?
- Are there **personal factors** that are relevant?

The columns can be used to differentiate strengths, weaknesses and other / neutral characteristics of the respective actors.

Initial state of stakeholders 3b
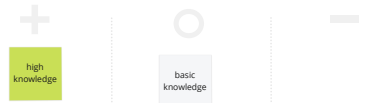What preconditions are met for Circular Economy?

+　　　O　　　−

high demand for sustainable products　　　not familiar with the term　　　not open to changes

Initial state of participants 3a
What preconditions are met for Circular Economy?

+　　　O　　　−

open for a new marketing strategy　　　not familiar with circular materials

Initial state of providers 3c
What preconditions are met for Circular Economy?

+　　　O　　　−

high knowledge　　　basic knowledge

Circular Economy Transformation Canvas

made by prosperkolleg

Date: **Participants:**   **Moderator:**   **Topic / Objective:**

Triggers? Driving forces? Trends?
What are internal (e.g. operative) or external (e.g. societal, economical, political, regulatory, technological) driving forces, triggers and trends towards Circular Economy?

+

O

–

Stakeholders are ... 2b
Who benefits from the actions implicitly (e.g. management, clients/customers)?

Initial state of stakeholders 3b
What preconditions are met for Circular Economy?

Target state of stakeholders 4b
What objectives / benefits are stakeholders aiming for?

Participants are ... 2a
Who would like to or should take part?

Initial state of participants 3a
What preconditions are met for Circular Economy?

Target state of participants 4a
What objectives / benefits are participants aiming for?

Providers are ... 2c
Who will provide the actions?

Initial state of providers 3c
What preconditions are met for Circular Economy?

Target state of providers 4c
What objectives / benefits are providers aiming for?

Action(s) 5
What kind of **preparations** are needed?
What **information** is necessary to get into the process of the activity? 5c

Conducting the action(s) 5a
How can participants achieve a transition from original to target state?
→ Concept elements: content / topics, flow, (sub)goals, length, methods, tools etc.

Resources & surrounding conditions 5b
available   further needed

Should the (learning) goals that have been set be **verified?** If so, how (e.g. by test and/or certification)? 5d

Accompanying actions / follow-up 8
Are there accompanying measures?
How to proceed after the so far planned actions?

Systemic evaluation of transformation:
Initial state vs. target state (after a certain amount of time) 7
How can the transformation be measured?

Feedback:
Quick evaluation of the action(s) (instant) 6
How can the feedback be obtained?

---

20 min.

Key question:
What objectives or benefits are being pursued?

If necessary, this guiding question can be further specified:
- What is the **expectation**, the goal, the desired outcome (indirect and direct) of the actors?
- What **target state** do the participants want to achieve?
- Which **technical, methodological, self- or social competencies** do the participants want to achieve?
- **By when** should the target state be reached?

Target state of stakeholders 4b
What objectives / benefits are stakeholders aiming for?

economic efficiency   ...

Target state of participants 4a
What objectives / benefits are provders aiming for?

knowledge of circular materials and products   are able to create a marketing strategy   ...

Target state of providers 4c
What objectives / benefits are providers aiming for?

sensitization   ...

Circular Economy Transformation Canvas

made by **prosperkolleg**

Triggers? Driving forces? Trends? 1	**Stakeholders are ...** 2b	**Initial state of stakeholders** 3b	**Target state of stakeholders** 4b	**Action(s)** 5
What are internal (e.g. operative) or external (e.g. societal, economical, political, regulatory, technological) driving forces, triggers and trends towards Circular Economy?	Who benefits from the actions implicitly (e.g. management, clients/customers)?	What preconditions are met for Circular Economy? + ○ –	What objectives / benefits are stakeholders aiming for?	What kind of **preparations** are needed? What **information** is necessary to get into the process of the activity? 5c

Participants are ... 2a — Who would like to or should take part?

Initial state of participants 3a — What preconditions are met for Circular Economy?

Target state of participants 4a — What objectives / benefits are participants aiming for?

Conducting the action(s) 5a — How can participants achieve a transition from original to target state? => Concept elements: content / topics, flow, (sub)goals, length, methods, tools etc.

Resources & surrounding conditions 5b — available / further needed

Providers are ... 2c — Who will provide the actions?

Initial state of providers 3c — What preconditions are met for Circular Economy? + ○ –

Target state of providers 4c — What objectives / benefits are providers aiming for?

Should the (learning) goals that have been set be **verified?** If so, how (e.g. by test and/or certification)? 5d

+
○
–

Accompanying actions / follow-up 8 — Are there accompanying measures? How to proceed after the so far planned actions?

Systemic evaluation of transformation: 7 **Initial state vs. target state (after a certain amount of time)** — How can the transformation be measured?

Feedback: 6 **Quick evaluation of the action(s) (instant)** — How can the feedback be obtained?

---

20 min.

- What format is desired? (e.g. workshop, e-learning course, seminar)
- Which didactic concept is suitable?
- Is the willingness, possible time commitment and financial burden of the participants taken into account?
- How is the diversity of the group of participants dealt with (e.g. various departments, specialist disciplines, levels of knowledge)?
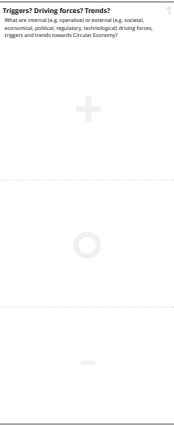
Conducting the action(s) 5a
How can participants achieve a transition from initial to target state?
Concept elements: content / topics, flow, (sub)goals, length, methods, tools etc.

| length: 120 min. | group work | ... | | | |

Circular Economy Transformation Canvas

made by prosperkolleg

Date: **Participants:**   **Moderator:**   **Topic / Objective:**

Triggers? Driving forces? Trends? *1*
What are internal (e.g. operative) or external (e.g. societal, economical, political, regulatory, technological) driving forces, triggers and trends towards Circular Economy?

+

O

–

Stakeholders are … *2b*
Who benefits from the actions implicitly (e.g. management, clients/customers)?

Initial state of stakeholders *3b*
What preconditions are met for Circular Economy?
+   O   –

Target state of stakeholders *4b*
What objectives / benefits are stakeholders aiming for?

Participants are … *2a*
Who would like to or should take part?

Initial state of participants *3a*
What preconditions are met for Circular Economy?
+   O   –

Target state of participants *4a*
What objectives / benefits are participants aiming at?

Providers are … *2c*
Who will provide the actions?

Initial state of providers *3c*
What preconditions are met for Circular Economy?

Target state of providers *4c*
What objectives / benefits are providers aiming for?

Action(s) *5*

What kind of **preparations** are needed? *5c*
What **information** is necessary to get into the process of the activity?

Conducting the action(s) *5a*
How can participants achieve a transition from original to target state?
→ Concept elements: content / topics, flow, (sub)goals, length, methods, tools etc.

Resources & surrounding conditions *5b*
available   further needed

Should the (learning) goals that have been set be **verified**? If so, how (e.g. by test and/or certification)? *5d*

Accompanying actions / follow-up *8*
Are there accompanying measures?
How to proceed after the so far planned actions?

Systemic evaluation of transformation: *7*
Initial state vs. target state (after a certain amount of time)
How can the transformation be measured?

Feedback: *6*
Quick evaluation of the action(s) (instant)
How can the feedback be obtained?

prosperkolleg.de, licensed under CC BY-SA 4.0

---

10 min.

- **What do the providers need** to design and implement the activity?
- **What human resources** are needed for preparing and conducting the session and for supporting the participants?
- **How much time** do the trainers and facilitators need for preparation?
- Which rooms, equipment and materials are needed?
- What technical aids (software, access, technical instructions, etc.) are needed?

Resources & surrounding conditions *5b*

available: further needed:
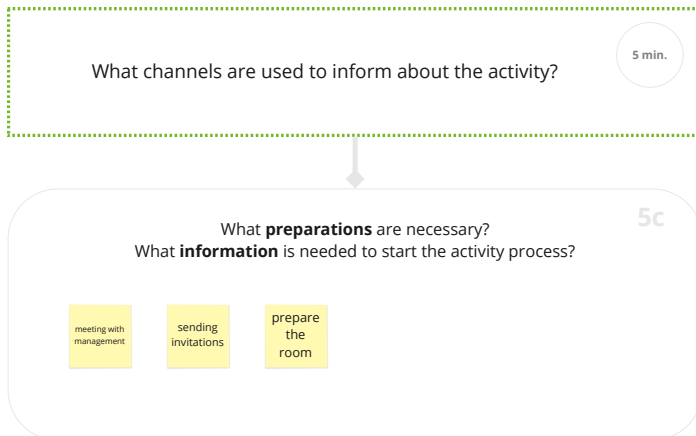
Room 102   …   additional room   …

     projector

Circular Economy Transformation Canvas

made by prosperkolleg

| Date: | Participants: | | Moderator: | Topic / Objective: |

Triggers? Driving forces? Trends? `1`
What are internal (e.g. operative) or external (e.g. societal, economical, political, regulatory, technological) driving forces, triggers and trends towards Circular Economy?

+

O

–

Stakeholders are ... `2b`
Who benefits from the actions implicitly (e.g. management, clients/customers)?

Initial state of stakeholders `3b`
What preconditions are met for Circular Economy?
+   O   –

Target state of stakeholders `4b`
What objectives / benefits are stakeholders aiming for?

Participants are ... `2a`
Who would like to or should take part?

Initial state of participants `3a`
What preconditions are met for Circular Economy?
+   O   –

Target state of participants `4a`
What objectives / benefits are participants aiming at?

Providers are ... `2c`
Who will provide the actions?

Initial state of providers `3c`
What preconditions are met for Circular Economy?
+   O   –

Target state of providers `4c`
What objectives / benefits are providers aiming for?

Action(s) `5`
What kind of **preparations** are needed? `5c`
What **information** is necessary to get into the process of the activity?

Conducting the action(s) `5a`
How can participants achieve a transition from original to target state?
↳ Concept elements: content / topics, flow, (sub)goals, length, methods, tools etc.

Resources & surrounding conditions `5b`
available   further needed

Should the (learning) goals that have been set be **verified**? If so, how (e.g. by test and/or certification)? `5d`

Accompanying actions / follow-up `8`
Are there accompanying measures?
How to proceed after the so far planned actions?

Systemic evaluation of transformation: `7`
Initial state vs. target state (after a certain amount of time)
How can the transformation be measured?

Feedback: `6`
Quick evaluation of the action(s) (instant)
How can the feedback be obtained?

What channels are used to inform about the activity?   5 min.

5c
What **preparations** are necessary?
What **information** is needed to start the activity process?

meeting with management | sending invitations | prepare the room

Circular Economy Transformation Canvas

made by prosperkolleg

Date: **Participants:** **Moderator:** **Topic / Objective:**

Triggers? Driving forces? Trends?
What are internal (e.g. operative) or external (e.g. societal, economical, political, regulatory, technological) driving forces, triggers and trends towards Circular Economy?

+

O

–

Stakeholders are ... 2b
Who benefits from the actions implicitly (e.g. management, clients/customers)?

Participants are ... 2a
Who would like to or should take part?

Providers are ... 2c
Who will provide the actions?

Initial state of stakeholders 3b
What preconditions are met for Circular Economy?

+   O   –

Initial state of participants 3a
What preconditions are met for Circular Economy?

+   O   –

Initial state of providers 3c
What preconditions are met for Circular Economy?

Target state of stakeholders 4b
What objectives / benefits are stakeholders aiming for?

Target state of participants 4a
What objectives / benefits are participants aiming at?

Target state of providers 4c
What objectives / benefits are providers aiming for?

Action(s) 5

What kind of **preparations** are needed?
What **information** is necessary to get into the process of the activity? 5c

Conducting the action(s) 5a
How can participants achieve a transition from original to target state?
→ Concept elements: content / topics, flow, (sub)goals, length, methods, tools etc.

Resources & surrounding conditions 5b
available   further needed

Should the (learning) goals that have been set be **verified?** If so, how (e.g. by test and/or certification)? 5d

Accompanying actions / follow-up 8
Are there accompanying measures?
How to proceed after the so far planned actions?

Systemic evaluation of transformation:
Initial state vs. target state (after a certain amount of time) 7
How can the transformation be measured?

Feedback:
Quick evaluation of the action(s) (instant) 6
How can the feedback be obtained?

- Is proof of participation desired?
- Should there be a review of the (learning) objectives achieved? Should this review be mandatory?
- How should the review and the verification be designed?

5 min.

Should the (learning) goals that have been set be **verified?** If so, how (e.g. by test and/or certification)? 5d

Final test

issue a certificate

Circular Economy Transformation Canvas

Date: **Participants:**   **Moderator:**   **Topic / Objective:**

Triggers? Driving forces? Trends?
What are internal (e.g. operative) or external (e.g. societal, economical, political, regulatory, technological) driving forces, triggers and trends towards Circular Economy?

$+$

$\bigcirc$

$-$

Stakeholders are …   2b
Who benefits from the actions implicitly (e.g. management, clients/customers)?

Participants are …   2a
Who would like to or should take part?

Providers are …   2c
Who will provide the actions?

Initial state of stakeholders   3b
What preconditions are met for Circular Economy?

$+$ $\bigcirc$ $-$

Initial state of participants   3a
What preconditions are met for Circular Economy?

Initial state of providers   3c
What preconditions are met for Circular Economy?

$+$ $\bigcirc$ $-$

Target state of stakeholders   4b
What objectives / benefits are stakeholders aiming for?

Target state of participants   4a
What objectives / benefits are participants aiming at?

Target state of providers   4c
What objectives / benefits are providers aiming for?

Action(s)   5
What kind of **preparations** are needed?
What **information** is necessary to get into the process of the activity?

Conducting the action(s)   5a
How can participants achieve a transition from original to target state?
↳ Concept elements: content / topics, flow, (sub)goals, length, methods, tools etc.

Resources & surrounding conditions   5b
available   further needed

Should the (learning) goals that have been set be **verified?** If so, how (e.g. by test and/or certification)?   5c

Accompanying actions / follow-up   8
Are there accompanying measures?
How to proceed after the so far planned actions?

Systemic evaluation of transformation: 7
Initial state vs. target state (after a certain amount of time)
How can the transformation be measured?

Feedback: 6
Quick evaluation of the action(s) (instant)
How can the feedback be obtained?

In order to evaluate the impact and acceptance of the activity, **feedback is obtained from the participants immediately after the action(s).**

5 min.

Feedback:
Quick evaluation of the action(s) (instant)

6

How can the feedback be obtained?

Instant verbal feedback

online questionnaire

Circular Economy Transformation Canvas

made by prosperkolleg

Date: **Participants:**   **Moderator:**   **Topic / Objective:**

Triggers? Driving forces? Trends? 1
What are internal (e.g. operative) or external (e.g. societal, economical, political, regulatory, technological) driving forces, triggers and trends towards Circular Economy?

\+

O

–

Stakeholders are ... 2b
Who benefits from the actions implicitly (e.g. management, clients/customers)?

Initial state of stakeholders 3b
What preconditions are met for Circular Economy?
\+   O   –

Target state of stakeholders 4b
What objectives / benefits are stakeholders aiming for?

Participants are ... 2a
Who would like to or should take part?

Initial state of participants 3a
What preconditions are met for Circular Economy?
\+   O   –

Target state of participants 4a
What objectives / benefits are participants aiming at?

Providers are ... 2c
Who will provide the actions?

Initial state of providers 3c
What preconditions are met for Circular Economy?
\+   O   –

Target state of providers 4c
What objectives / benefits are providers aiming for?

Action(s) 5
What kind of **preparations** are needed? 5c
What **information** is necessary to get into the process of the activity?

Conducting the action(s) 5a
How can participants achieve a transition from original to target state?
↳ Concept elements: content / topics, flow, (sub)goals, length, methods, tools etc.

Resources & surrounding conditions 5b
available   further needed

Should the (learning) goals that have been set be **verified?** If so, how (e.g. by test and/or certification)? 5d

Accompanying actions / follow-up 8
Are there accompanying measures?
How to proceed after the so far planned actions?

Systemic evaluation of transformation: 7
Initial state vs. target state (after a certain amount of time)
How can the transformation be measured?

Feedback: 6
Quick evaluation of the action(s) (instant)
How can the feedback be obtained?

In order to be able to assess the success of the change process after completion of the action(s) with the participants, a **systematic evaluation** should follow at intervals. Depending on the results of the evaluation, further steps can be taken (see box 8), e.g., refreshing, deepening or supplementing the content, or motivating the participants to apply what they have learned.

5 min.

Systemic evaluation of transformation: 7
Initial state vs. target state (after a certain amount of time)

How can the transformation be measured?

2 months later: telephone inquiry

Circular Economy Transformation Canvas

made by **prosperkolleg**

Date: **Participants:** **Moderator:** **Topic / Objective:**

Triggers? Driving forces? Trends?
What are internal (e.g. operative) or external (e.g. societal, economical, political, regulatory, technological) driving forces, triggers and trends towards Circular Economy?

+

O

–

Stakeholders are … 2b
Who benefits from the actions implicitly (e.g. management, clients/customers)?

Initial state of stakeholders 3b
What preconditions are met for Circular Economy?
+   O   –

Target state of stakeholders 4b
What objectives / benefits are stakeholders aiming for?

Participants are … 2a
Who would like to or should take part?

Initial state of participants 3a
What preconditions are met for Circular Economy?
+   O   –

Target state of participants 4a
What objectives / benefits are participants aiming at?

Providers are … 2c
Who will provide the actions?

Initial state of providers 3c
What preconditions are met for Circular Economy?
+   O   –

Target state of providers 4c
What objectives / benefits are providers aiming for?

Action(s) 5
What kind of **preparations** are needed? 5c
What **information** is necessary to get into the process of the activity?

Conducting the action(s) 5a
How can participants achieve a transition from original to target state?
➝ Concept elements: content / topics, flow, (sub)goals, length, methods, tools etc.

Resources & surrounding conditions 5d
available   further needed

Should the (learning) goals that have been set be **verified?** If so, how (e.g. by test and/or certification)? 5d

Accompanying actions / follow-up 8
Are there accompanying measures?
How to proceed after the so far planned actions?

Systemic evaluation of transformation: 7
Initial state vs. target state (after a certain amount of time)
How can the transformation be measured?

Feedback: 6
Quick evaluation of the action(s) (instant)
How can the feedback be obtained?

Which **accompanying** or **subsequent** actions are suitable or even necessary to achieve the goal or to initiate further transformation?

5 min.

Accompanying / Subsequent actions 8

Are there accompanying measures?
How to proceed after the so far planned actions?

Further activities

strategy meeting

introduce circular policies in purchasing

…