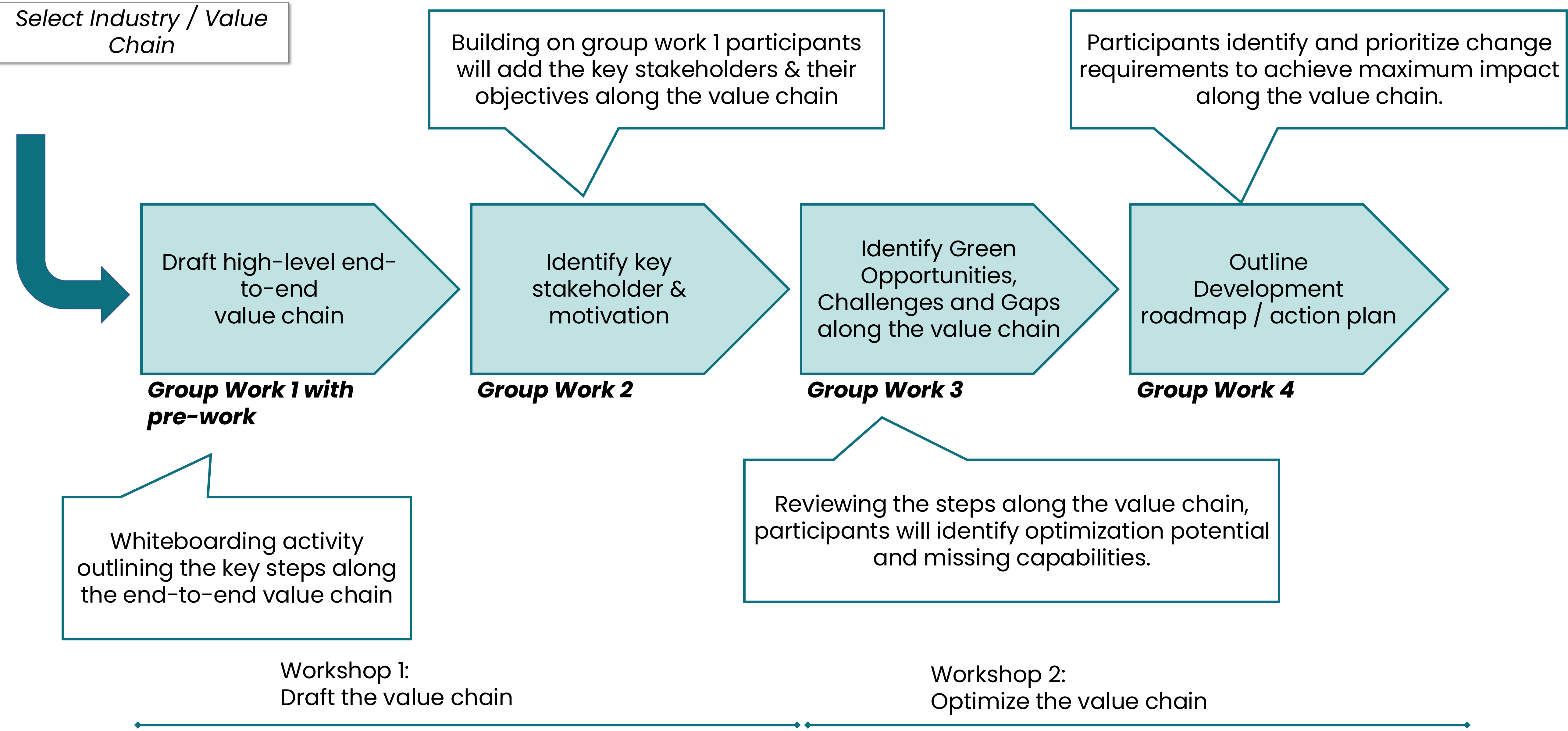


Circular Value Chain Builder – Toolbox Overview

Participants:	Representatives from companies along the value chain.
Duration:	2 x 4h workshops

Pre-work

Select Industry / Value Chain



Workshop 1 – Agenda (4 h)

Participants: 15–18 participants
Facilitator: 2–3 Facilitator

Welcome and introduction

Objectives of the workshop(s)

Introduction to method “The value chain toolkit”

Short introduction round of participants (icebreaker)

Group Work 1: Draft the Value Chain

Introduction

Group work

Presentation & discussion of results

Group Work 2: Identify key Stakeholders

Introduction

Group work

Presentation & discussion of results

Conclusion and introduction to workshop 2

Pre-work

- Identify relevant value chain / product (group)
- Identify & invite relevant ecosystem stakeholder
- Send out pre-reading and instructions for preparation
- Pre-plan grouping of participants for group work (make sure to create mixed teams)

Group work 1

METHOD DESCRIPTION

Preparation

- Prepare value chain modelling tools, post-its, tape / pins, etc.
- Based on number of groups provide a wide enough canvas / surface to model the value chain, e.g., an empty wall (keep in mind there might a lot of room required)
- Print out group work instructions for each group

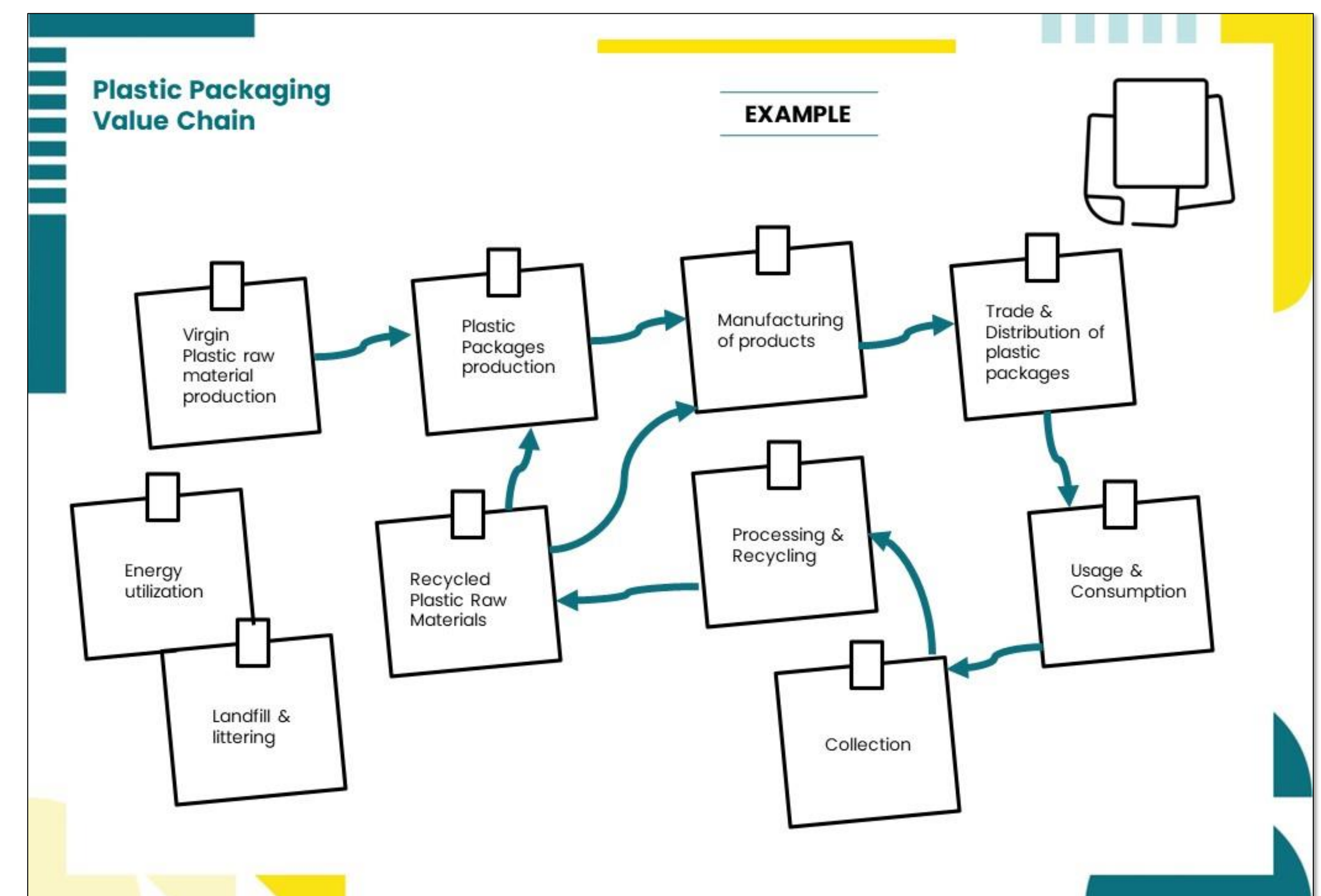
Instructions for Group-work

- Break-up participants into 3-4 groups
- Utilizing post-its and pens each group drafts a high-level view of the end-to-end value chain
- Each group presents their results to the other participants
- Group work results are discussed and consolidated.
- Open questions, differences in understanding and unresolved conflicts between the group's work results are parked for later consideration

Facilitation

- Following the introduction of the task, the facilitators walk around, and support groups as required

EXAMPLE:



Group work 2

METHOD DESCRIPTION

Preparation

- Print enough canvas templates and distribute to each group. Keep in mind each group will require multiple canvases for a single value chain based on the number of value chain steps
- Print out group work instructions for each group

Instructions for Group-work

- Break-up participants into the same groups as for group work 1
- Utilizing the canvas for group work 2, the team should identify and describe key stakeholders for each step along the value chain. One canvas should be attached to each value chain step.
- The groups add the canvas as an overlay to the earlier drafted value chains.
- Each group presents their results to the other participants
- Group work results are discussed and consolidated.
- Open questions, differences in understanding and unresolved conflicts between the group's work results are parked for later consideration

Facilitation

- Following the introduction of the task, the facilitators walk around and support groups as required

STAKEHOLDER CANVAS

Group-Work 2
STAKEHOLDER CANVAS

Value chain stage / step: <i>Name of the stage / step in the value chain.</i>	Description: <i>Who are the stakeholders? What is their role in the value chain and what are their key characteristics?</i>	
Stakeholder Group: <i>Name of the stakeholder group.</i>	Motivation <i>What is the main motivation of the stakeholder group? Why are they contributing within the value chain?</i>	Main Tasks <i>What are the main tasks of the stakeholder group? Do they have all required capabilities?</i>
	Input / Output <i>What is the main Input and Output the stakeholders required / are looking for?</i>	

Group work 2

STAKEHOLDER CANVAS

Value chain stage / step:

Name of the stage / step in the value chain.

Stakeholder Group:

Name of the stakeholder group.

Description:

Who are the stakeholders? What is their role in the value chain and what are their key characteristics?

Motivation

What is the main motivation of the stakeholder group? Why are they contributing within the value chain?

Main Tasks

What are the main tasks of the stakeholder group? Do they have all required capabilities?

Input / Output

What is the main Input and Output the stakeholders required / are looking for?

Group work 2

STAKEHOLDER CANVAS

Value chain stage / step:

Stakeholder Group:

Description:

Motivation

Main Tasks

Input / Output

Postproduction of workshop 1

METHOD DESCRIPTION

- Document value chains incl. stakeholder information
- Consolidate separate group work results into single value chain model
- Address potential open questions, differences in understanding and unresolved conflicts between the group's work results
- Share the consolidated version of the value chain (incl. stakeholder information) with participants for commenting → if possible, use a collaboration platform for commenting on a shared document (e.g. Teams)

Workshop 2 – Agenda (4 h)

Participants:

15–18 participants

Facilitator:

2–3 Facilitator

Welcome and introduction

Objectives of the workshop(s)

Recap of the value chain toolkit

Recap of the results of workshop 1

Group Work 3: Challenges, Opportunities & Gaps

Introduction

Group work

Presentation & discussion of results

Group Work 4: Action Plan

Introduction

Group work

Presentation & discussion of results

Conclusion and introduction of next steps

Group work 3

METHOD DESCRIPTION

Preparation

- Print the value chain model resulting from WS 1 in A0 format as template for group work
- Share post-its and pens for documenting findings
- Print out group work instructions for each group

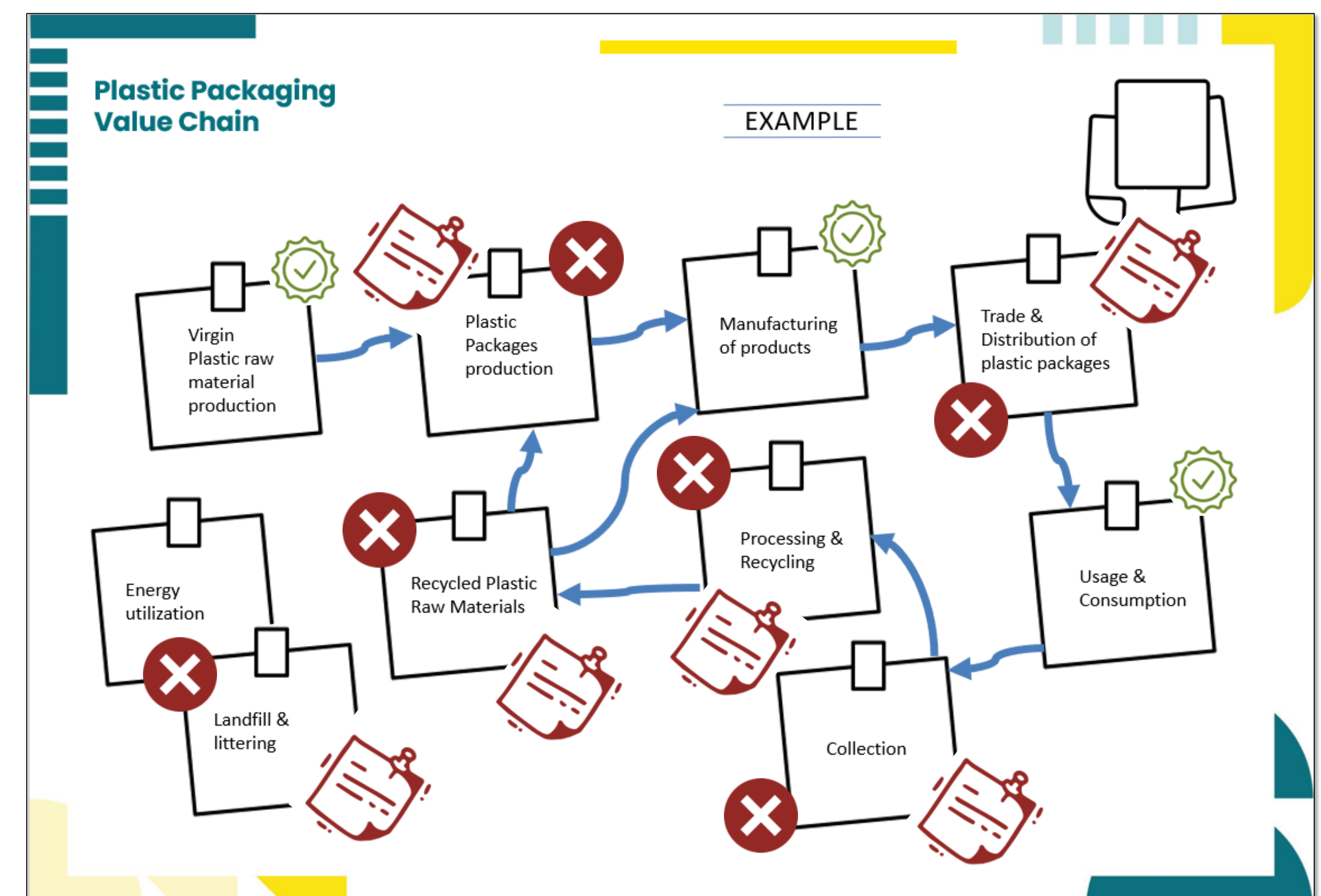
Instructions for Group-work

- Break-up participants into 3-4 groups
- Review the consolidated value chain model resulting from workshop 1
- Identify any challenges, bottle necks, lacking capabilities and improvement potential
- **You can use different colored post-it notes for different categories (for example yellow challenges, pink lacking capabilities etc.)**
- Document all findings on post-its and highlight them as an overlay on the value chain model
- Each group presents their results to the other participants
- Group work results are discussed and consolidated.
- Open questions, differences in understanding and unresolved conflicts between the group's work results are parked for later consideration

Facilitation

- Following the introduction of the task, the facilitators walk around, and support groups as required

EXAMPLE:



Group work 4

METHOD DESCRIPTION

Preparation

- Print the timeline in A0 format as template for group work
- Take picture of value chains with results from group- work 3
- Print out group work instructions for each group

Instructions for Group-work

- Break-up participants into 3-4 groups
- Revisit results from group-work 3 and define concrete actions for identified challenges, opportunities and capability gaps
- Discuss each action and plot it on the timeline based on the expected effort to implement and the timeline for implementation (short-, mid- or long-term)
- Each group presents their results to the other participants
- Group work results are discussed and consolidated.
- Open questions, differences in understanding and unresolved conflicts between the group's work results are parked for later consideration

Facilitation

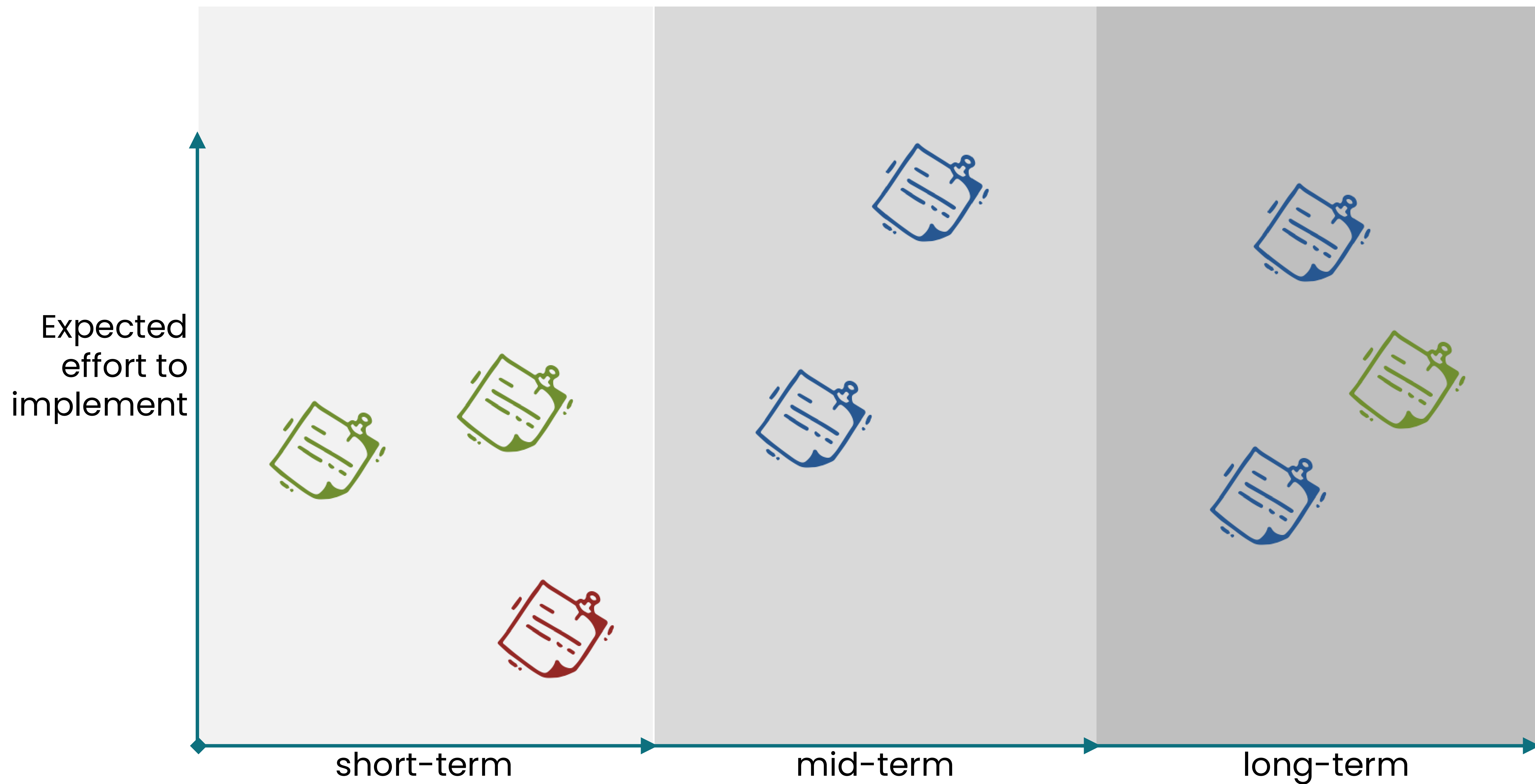
- Following the introduction of the task, the facilitators walk around, and support groups as required

EXAMPLE: TIMELINE CANVAS



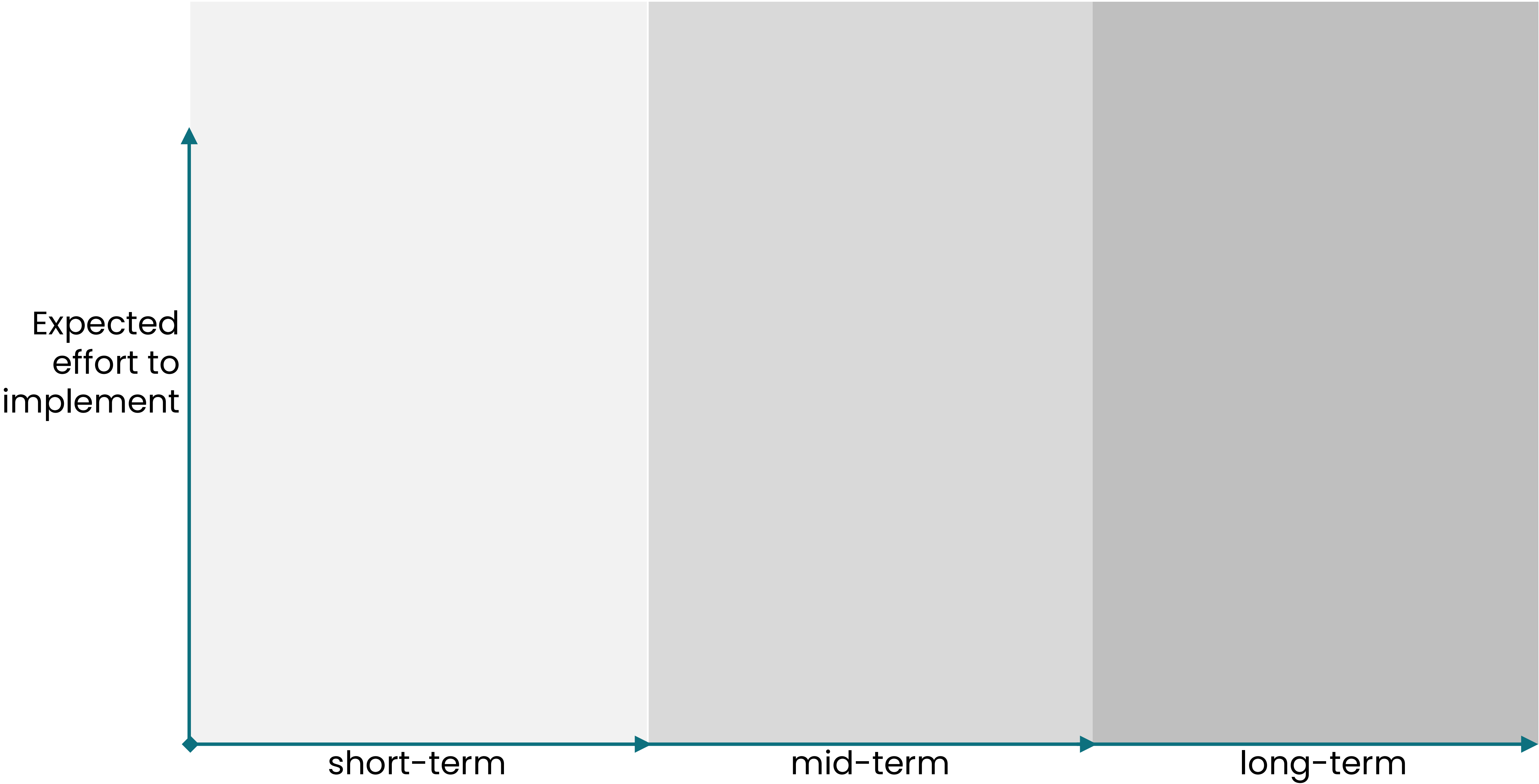
Group work 4

TIMELINE CANVAS



Group work 4

TIMELINE CANVAS



Postproduction of workshop 2

METHOD DESCRIPTION

- Update consolidate value chain based on workshop 2 results
- Document and consolidate identified challenges, opportunities and capability gaps from group-work 3
- Document and consolidate identified actions into a single timeline template
- Address potential open questions, differences in understanding and unresolved conflicts between the group's work results
- Share the consolidated version of the value chain and action plan with participants for commenting → if possible, use a collaboration platform for commenting on a shared document (e.g. Teams)
- Revise workshop outcome with feedback / comments received from the participants and/or other members. Save the final documents in the ecosystem's document archive