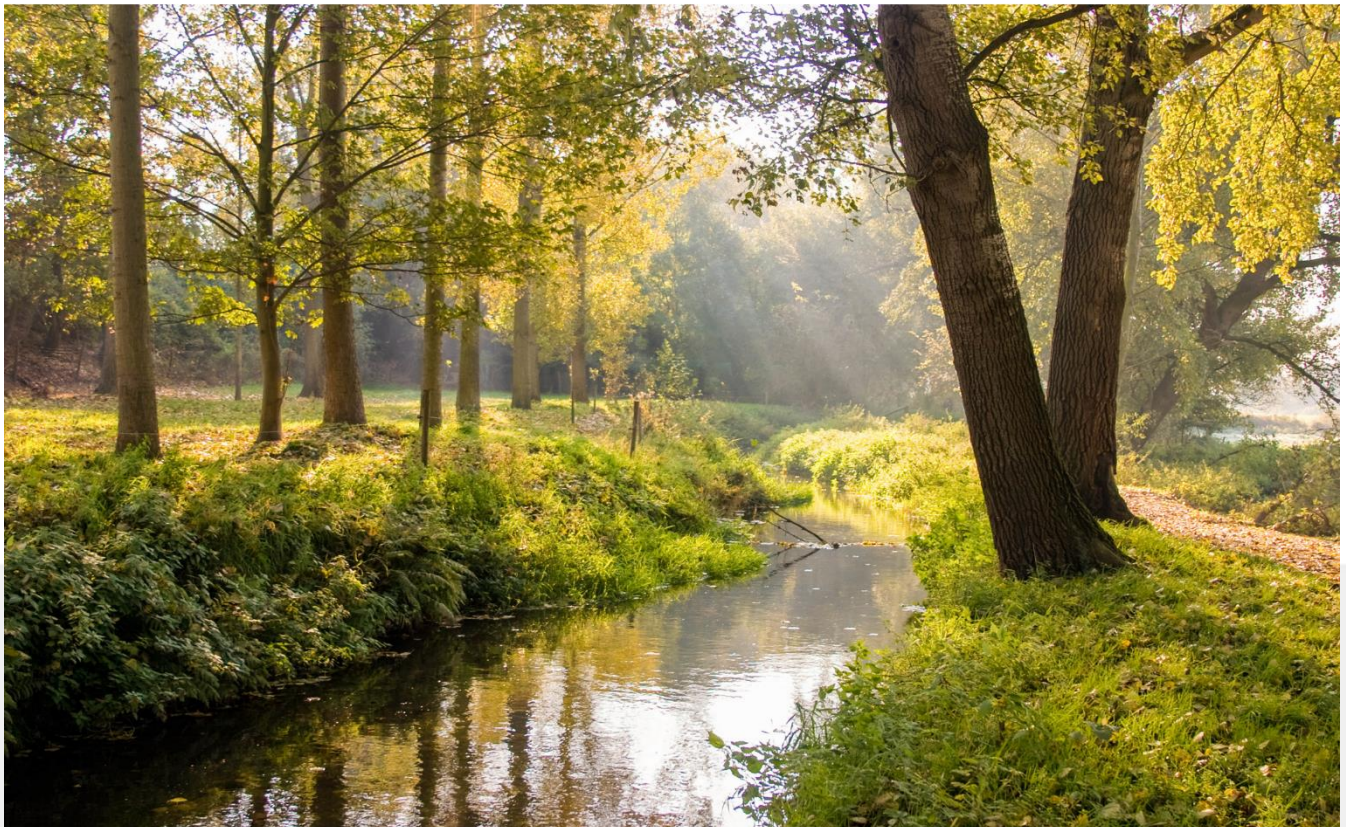


Wildlife Economy for Regionaal Landschap Kempen en Maasland

Supporting method for the development of sustainable business models



DISCOVER YOUR WORLD

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Colofon

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Written for Regionaal Landschap Kempen en Maasland within the Interreg Wildlife Economy Project.

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Table of Contents	2
Colophon	3
Table of contents	4
1 The Wildlife Economy project	5
2 Rolling out Wildlife Economy in the regions	6
2.1 Bottlenecks	6
2.2 Step 1: Project and funding opportunities	7
2.3 Step 2: Ownership of WE	8
2.4 Step 3: Build (and maintain) the network	9
Touchpoint 1: Introduction - kitchen table discussion	9
Touchpoint 2: Meet and greet	9
Touchpoint 3: Developing ideas - kitchen table discussion	10
Touchpoint 4: Evaluation - kitchen table discussion	10
3 Tools	11
3.1 Business Purpose Canvas	11
3.1.1 The BPC as both an analyzing and generating tool	15
3.1.2 Example problem description - Case study de Voorste Luismolen	16
3.2 SCAMPER	17
3.2.1 Example SCAMPER	17
4 Conclusion	19
5 Annexes	20
Annex 1 De Voorste Luismolen	20
Annex 2 Knepp Castle Estate	21
Annex 3 Pannenbakkershof	22
Annex 4 Fictitious campsite	23

Foreword

For the Interreg project Wildlife Economy: nature as an economic asset, Breda University of Applied Sciences (BUas) was asked to help develop a methodology for the development and implementation of sustainable business models. Recent development in ideas about using tourism for a more sustainable society (such as for example so-called regenerative tourism), emphasizes that such a change is not possible, without new business models where the success of a business is explicitly related to the success of the environment. As part of this assignment, this manual was created. The manual describes three steps that have been developed to help the development of (more) sustainable business models within the region, taking into account the identified bottlenecks. These steps emerged from the workshops organized by BUas with actors from the regions as so-called 'pillars' for the development of such sustainable business models: it is more important that these three steps are in fact completed than the order in which they are completed.

This manual also contains a description of two tools that can help and accelerate the development of sustainable business models; the Business Purpose Canvas (BPC) and the so-called sustainable SCAMPER method. In addition to a description of these models, four examples of the BPC are elaborated in the annex. The specific case studies associated with these three examples can be found in the accompanying Wildlife Economy Best Practices Booklet. The fourth concerns a fictitious example.

Within the Regionaal Landschap Kempen en Maasland (RLKM) there are many opportunities for entrepreneurs, landscape management organizations (e.g. RLKM) and others to adjust their way of thinking to the so-called Wildlife Economy (WE). This English term is sometimes somewhat difficult to explain in Dutch, but in the context of the research area it may be best translated with the term 'an economy with attention for people and the environment'. In the context of this report, however, we use the international abbreviation WE. In this guide, we emphasize the opportunities specifically within the tourism and hospitality sector by translating the value of the region into experiences for guests, stories around regional products, and strengthening the local community and its culture. WE is interpreted in this way based on some principles, which will serve as a guide for elaborating WE development in the region:

1. Stakeholder interaction: WE is not possible without bringing stakeholders together and making them work together. Entrepreneurs can focus on themselves, but it is precisely by working together that you can better support the local region.
2. Strengthen relationships and communities: A strong regional landscape is not only related to a sustainable development of nature in an area, but also refers to an authentic development and preservation of the strength of the local culture. The community is strongly connected to its landscape, its cohesion promotes the identity of the region. A strong community where people address, help and support each other is essential for WE.

1 The Wildlife Economy Project

The WILDLIFE ECONOMY (WLE) project is based on the conviction that nature and landscape provide economic benefits to our society. In some cases, especially in remote areas of Europe, it can be one of the most important building blocks of a sound economic development strategy.

This belief is not common. Nature and landscape are rarely considered an economic asset. Nature conservation measures are often seen as an expense or threat to economic development, leading to a lack of local support. As a result, the implementation of nature conservation policies is inefficient. Regional economic development policies often fail to take advantage of opportunities arising from the development and conservation of nature. In addition, mechanisms to reinvest revenues from natural capital into the management of these natural assets and visitor flows are lacking.

WLE aims to support European regions in achieving sustainable growth by enabling them to improve regional economic development policies - based on their regional natural resources. Best practices of wildlife economy will be exchanged, presenting WLE as an innovative, viable and attractive economic strategy.

The partners did this by:

- developing Regional Action Plans (RAPs) with the support of local stakeholders, including hunters, farmers and fishermen, that integrate the development of entrepreneurial strategies with wildlife conservation policies in order to make wildlife conservation policies more effective;
- exchange good practices and generate input for the RAPs through customized study visits with regional stakeholders;
- organizing peer2peer sessions to generate joint solutions to common problems;
- build a knowledge base in collaboration with an international team of experts;
- a joint monitoring plan of WLE results;
- generate new projects that implement wildlife economy principles;
- share results to relevant stakeholders, including through two conferences.

The project partners:

- *Province of Limburg (Netherlands) - Lead partner*
- *Regionaal Landschap Kempen en Maasland (Belgium)*
- *Rewilding Sweden (Sweden)*
- *Norrbottn District Council (Sweden)*
- *Rewilding Europe (The Netherlands)*
- *Deutsche Umwelt Hilfe (Germany)*
- *Municipal Community of Europe Pomerania (Germany)*
- *Provincial Council of Alava (Spain)*

The project ran from August 1, 2019 - January 31, 2022. More info can be found at:
<https://www.interregeurope.eu/wle/>

2 Implementing Wildlife Economy in the Regions

A structural approach is needed for WE in the regions so that a network of stakeholders around WE is more firmly anchored within the region. This ensures that the right support can be offered to the entrepreneurs in the region, to help them develop (more) sustainable business models. To achieve this, three steps have been developed (steps 1-3 below). These steps are placed in context through a number of 'bottlenecks' discovered for RLKM.

2.1 Bottlenecks

Visits to the region and workshops with local actors showed that there is interest and willingness to implement WE in the regions. Thus, the need for a sustainable WE is certainly recognized. At the same time, some bottlenecks emerged for making WE principles usable for stakeholders in the region. These bottlenecks were verified by the participants during the workshops and are mentioned below. They are included in the roadmap for rolling out WE in the region.

The five core bottlenecks are:

1. *The primary interest for entrepreneurs is the survival of the business, not so much contributing to WE. Especially in uncertain times, this means that the focus is not primarily on WE. Entrepreneurs have not yet always understood the advantages of a structurally stronger company through the application of sustainable business principles.*
2. *The dominant form of giving back to the 'area' is still often associated with money. Giving back within WE can be much broader, but it is not always clear how this can be achieved.*
3. *Although all value a sustainable WE, time and money often lack for stakeholders, entrepreneurs, landscape management organizations and others - to take a lead role in improving the WE.*
4. *The network to implement joint solutions for WE in the regions is insufficiently developed, stakeholders do not always know about all the other stakeholders in the region with whom they could work together.*
5. *Laws, regulations and problems with funding alternative ways of thinking/entrepreneurship can make it more difficult to innovate.*

In conclusion, this leads to an underlying bottleneck for developing a WE: there is certainly a sense of shared responsibility for local issues, but it is difficult to translate this into action, and difficult to convert it into shared operational responsibility.

Three steps can be taken to achieve more shared operational responsibility. As mentioned earlier, these steps can be taken in any order, according to the needs and opportunities within an area.

¹ An example from the Meuse Valley River Park is a provider of kayaking trips on the Meuse River that gives its customers a garbage bag to clean up litter in and on the banks of the Meuse River while kayaking.

2.2 Step 1: Project and funding opportunities

Step 1 is to make project and financing opportunities for WE clear and available, so that it can be examined whether and/or at what scale a structural approach can be set up. There are several ways to search for financial resources and to make them available in order to set up a project or a more long-term cooperation, each with their own advantages and disadvantages. Five are mentioned below as well as an explanation of the advantages and disadvantages.

1. Start a larger project
2. Hire university
3. Keep in-house
4. Hire consultant
5. Umbrella organization (e.g., region)

Figure 1: Advantages and disadvantages of project and funding options

	Advantages	Disadvantages
Start bigger project	<ul style="list-style-type: none"> - Interaction with other stakeholders - Knowledge from elsewhere - Subsidies may be found more quickly, for example via Interreg - The more ambitious you are the more you can achieve 	<ul style="list-style-type: none"> - Division of work and money - Potential bureaucracy - Long preparation and no certainty of success - Often demands too much of the initiator - Conflict with regular work - At the opposite end of the scale to a possible conservative attitude
Hiring a university	<ul style="list-style-type: none"> - Knowledge from outside - With students, possibility to work out several ideas - Fresh ideas from young people, who are not inhibited by the reality of daily business - Learning and working - the knife cuts both ways 	<ul style="list-style-type: none"> - Students can be (too) idealistic and theoretical - No guarantee that students will put in their best effort - Limited knowledge about the area - Entrepreneurs may see working with students as a 'waste of time' - Little connection with the field of work - Thesis disappears in bookcase
Keep it internal	<ul style="list-style-type: none"> - Practical and market oriented - Control and knowledge of the area - You can react quickly, feedback is fast - (Relatively) cheap 	<ul style="list-style-type: none"> - Who takes ownership? - Risk of noise on the assignment, causing it to lose its power of action - Lack of time - Must be monitored collectively - Valuable input from partners does not occur - Greater chance of 'tunnel vision'
Hire consultant	<ul style="list-style-type: none"> - Has no personal interest or hidden agenda of his own, so gets the trust - Potential for quick action - Clarity about use of hours and resources 	<ul style="list-style-type: none"> - Potentially expensive - Impersonal - Consultant must be managed - Risk of losing commitment

	- Ownership of the problem is clear	- How do you create continuity if the consultant leaves? - Does not always get trust from all parties
(Regional) umbrella organization	- Quick link to business organizations and local authorities; everyone who is familiar with the area has been gathered. - Can easily achieve a large and broad master plan	- Risk of 'political interference - Question of ownership remains - Risk that it remains too abstract - Entrepreneurs often do not have confidence in this and think of a hidden agenda (e.g. to develop things to raise taxes later)

2.3 Step 2: Ownership of WE

In addition to having a clear view of the financing, it is important to embrace the ownership of the problem, even if it is by one person (account manager) or several people. Several suggestions were made during the workshops regarding the type of person, his/her characteristics or his/her tasks regarding WE. The tasks are more specifically described in step 3, where the structural approach to building and maintaining a network for WE is explicitly defined.

The type of person (or persons):

- Pioneer in the region (person or organization that is ahead in the field of sustainable business models).
- Someone who has had a business and can step into the role with his/her experience and expertise.
- Person who comes from agricultural background but has gained additional knowledge and experience elsewhere (e.g. a study, work elsewhere, abroad or other region).
- Can also be an internal person (e.g. at RLKM).
- One of the participants of the train-the-trainer course in which this methodology was developed.

Characteristics:

- Affinity with WE and sustainable business models;
- Confidence;
- Pragmatic thinking;
- Enthusiasm for the regions and the themes to be conveyed.

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Tasks:

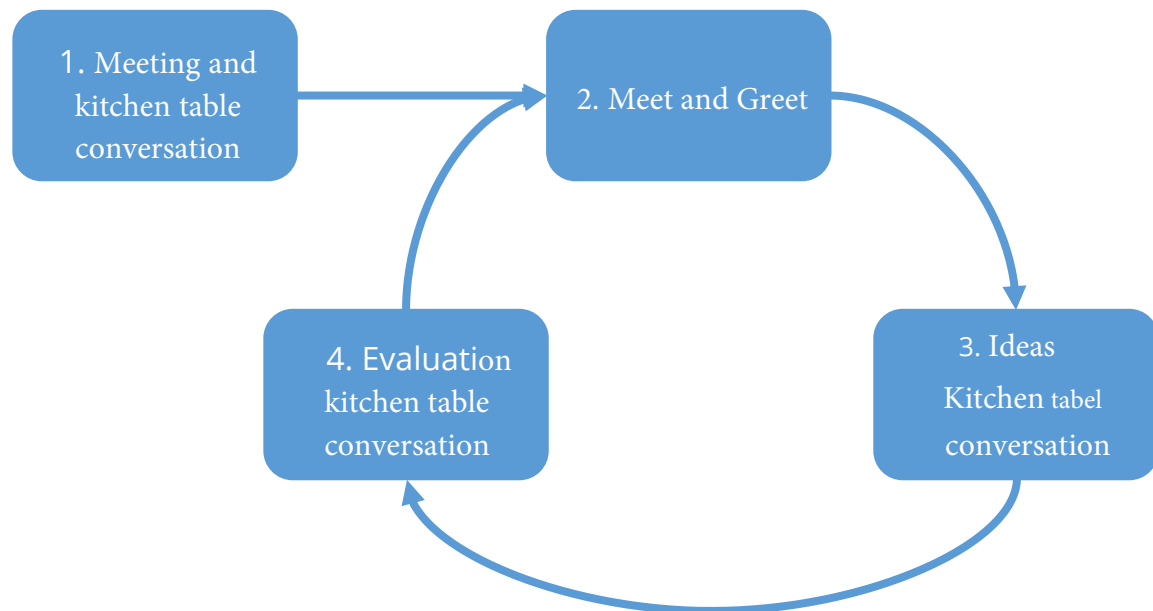
- Gets to know each entrepreneur in the region.
- Does a stakeholder analysis.
- Enthuse entrepreneurs about the region and the opportunities.
- Tailor-made guidance for entrepreneurs in developing a sustainable business model.
- Organizes meetings in the context of WE.
- Keeps track of ideas coming from own or other regions.

In order to fill this vacancy properly, it is advisable to collect and maintain a list of useful people, so that when opportunities arise, such people can be approached directly.

2.4 Step 3: Build (and maintain) the network

Once a (group of) person(s) has been identified to take ownership of WE, it is time to build and strengthen the network around WE in the regions. Below you will find a proposal to use a cycle of touchpoints (meeting times).

Figure 2: Touchpoint cyclus to build and maintain WE network



The touchpoint cycle is initiated and monitored by someone with ownership of the problem (see step 2). For the sake of convenience, when explaining the touchpoint cycle, reference is made to an account manager. This can be a person or a small group of people. They will therefore also have to look for entrepreneurs who can or want to join the network.

Touchpoint 1: Introduction - kitchen table conversation

For every new entrepreneur in the network, it is important to welcome them and discuss how they can join the WE network and how they can contribute to the WE principles. In an informal setting, the account manager will have a conversation with the new participant:

- Get to know each other and each other's work better.
- Identify challenges and opportunities for the new participant in the context of the WE principles.
- Clarify how the new participant sees his/her role in the WE network and how he/she can and wants to contribute to it.

Touchpoint 2: Meet and greet.

To keep the network alive, we recommend organizing a regular meeting (3-4 times a year) for all interested parties to discuss developments and challenges in the region, discover new opportunities and share good examples. Also this should be an informal moment where there is enough space and possibility to start and continue a conversation with each other. The purpose of this second touchpoint is to promote the overall network and to map and monitor the current state of affairs around WE.

Touchpoint 3: Developing ideas - discussion at kitchen table

At the third touchpoint, there is again a kitchen table meeting where an entrepreneur and the account manager come together to come up with and develop ideas that fit the entrepreneur and the WE principles. To identify opportunities and challenges for the entrepreneur, the Business Purpose Canvas can be used to first analyze the current status, identify bottlenecks and generate initial ideas. Then the process of developing ideas can be started with the SCAMPER method. See pages 11 to 18 for an explanation of both tools.

The goal of this touchpoint is to develop operational ideas that are executable for the entrepreneur in the region. As an outcome of this touchpoint, there will be an action list for both the entrepreneur and the other actors in the network. This should be implemented between touchpoint 3 and 4, and then reported back at touchpoint 4.

Example actions are:

- For the entrepreneur: develop the idea into a part of a business model, identify partners, identify resources, identify possible barriers in making the idea operational.
- For the account manager: look for partners to support the entrepreneur, look for possible sources of funding, link a developed idea to several regional challenges.

Touchpoint 4: Evaluation - kitchen table discussion

The fourth touchpoint, again a kitchen table conversation, is a consequence of the third in the form of a reflection and evaluation after both have started working with their action list. It is important that there are a few months between touchpoint 3 and 4 so there is enough time to work on the action list.

From this touchpoint, possible next steps will be discussed that are appropriate for the entrepreneur's journey in developing their new business model for WE. This could well be an extra or next round of the touchpoint cycle to, for example, develop the idea better or further. Important here is that the account manager and entrepreneur meet regularly to discuss progress and create continuity.

Touchpoint 4 is certainly not the end of the process. Even when a new business model for WE has been implemented by the entrepreneur, it is important that he/she continues to participate in the network meetings (touchpoint 2) to keep the link strong.

3 Tools

Two 'tools' were developed within the project that can help accelerate the development of a sustainable WE: 1) Business Purpose Canvas; 2) SCAMPER. Both tools are explained further below.

3.1 Business Purpose Canvas

The Business Purpose Canvas (BPC) is a tool which stimulates entrepreneurs to think about problems and challenges on a business level and on a regional level, i.e. about the position of his/her company in the region. The BPC also encourages to think not only from within the 'I' context but also from the 'We' context which is needed to tackle challenges within the WE context. The BPC can be used as a supporting tool in a (thinking) exercise to adapt the mindset on an existing business to WE, but also to immediately position a new business in the broader WE context.

A complete overview of the BPC is given on page 12, after which the different elements of the BPC are explained. The description here starts from the outer ring of the canvas, but this is not necessarily the order in which it should be worked with. The entrepreneur probably feels more comfortable starting with the business goal and/or activities. On the other hand, someone in the position of a landscape management organization (e.g., RLKM) may feel more comfortable starting at the outside.

It is important when completing the canvas that everything within each ring is coherent, both from the outside in as well as the inside out. The purpose of filling out the BPC is to make the problems and challenges more understandable at the company level as well as at the regional level. This makes it easier to address these problems and challenges in a more coherent way within the WE context. This can be done, for example, by adding business activities, entering into cooperation with regional partners, or in some other way utilizing or strengthening the resources already available. Of course, it is also possible that the goal of the company is formulated in a new way.

Figure 3: The Business Purpose Canvas

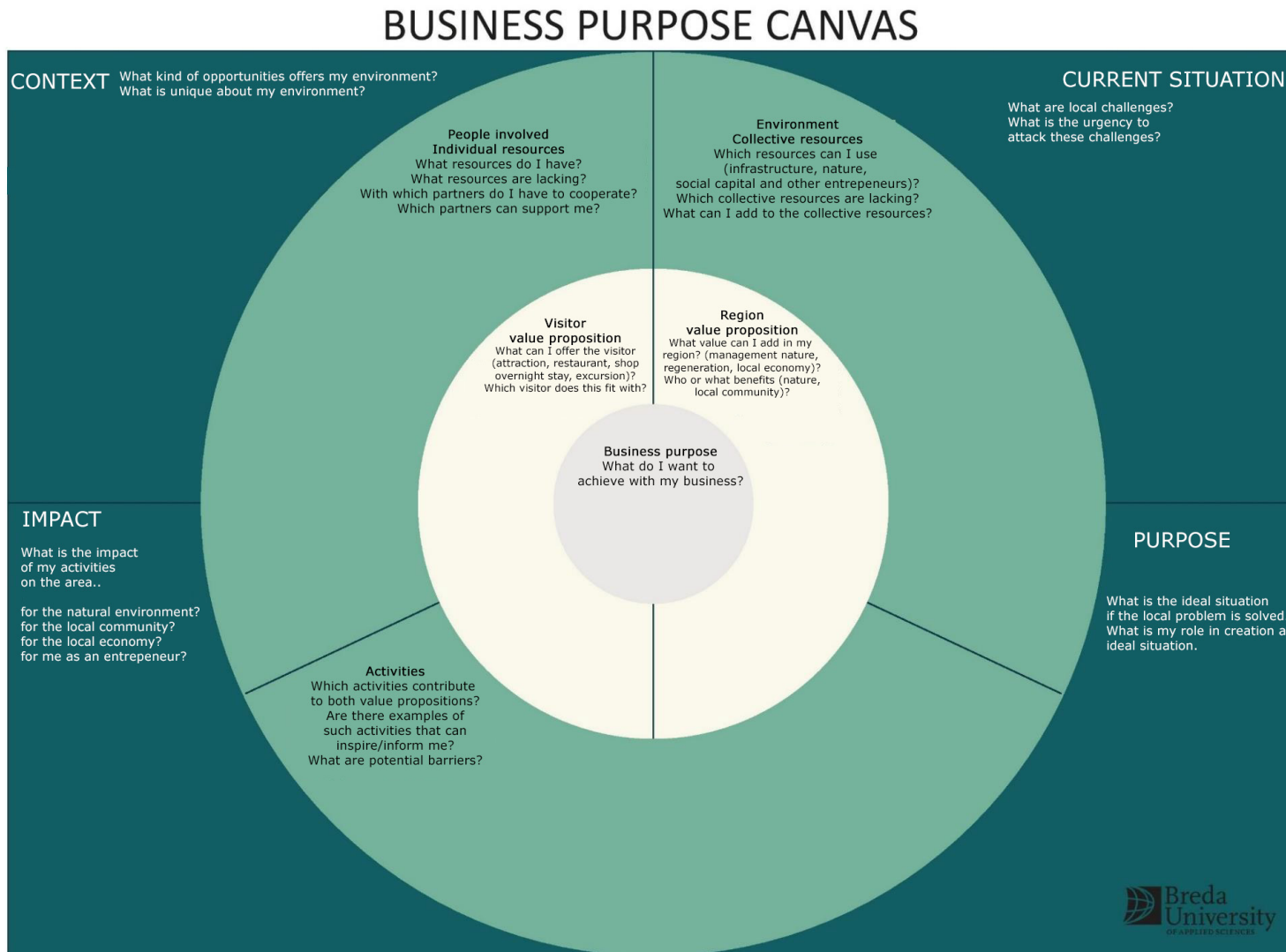
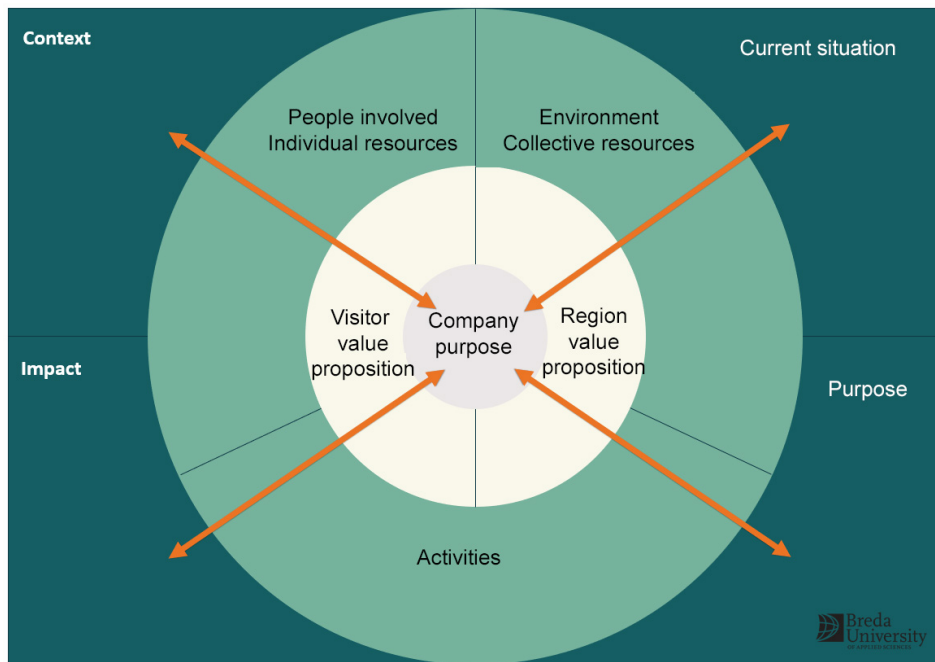
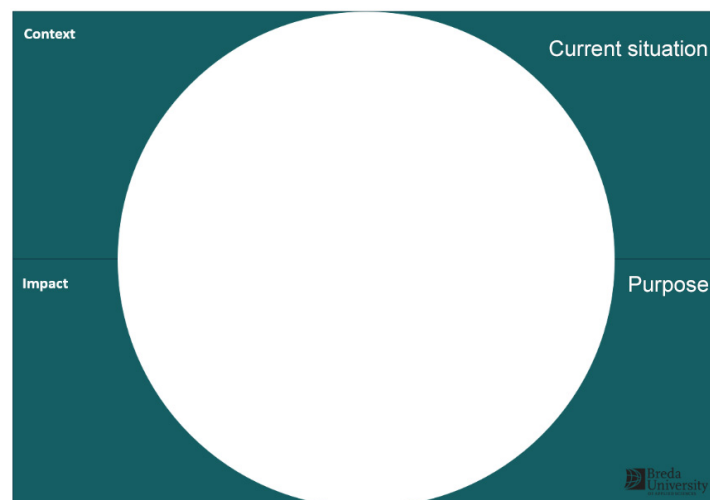


Figure 4: Coherence in the Business Purpose Canvas



The outer ring concerns the regional situation now and in the future. The top two boxes 'Context' and 'Current Situation' require a description of the region's characteristics (opportunities and challenges) in the present. 'Context' requires asking about unique characteristics of the environment and the opportunities that exist, while 'Current Situation' focuses on local challenges. The lower boxes 'Impact' and 'Purpose' request a description of the possible situation in the future. Under 'Impact', you are asked to outline the results of the business activities, with emphasis on their impact on the environment, the local community, the local economy, and of course on your own business. Under 'Purpose', you are asked to paint a picture of the ideal situation, in other words, what would the situation be like if the company actively contributed to the principles of WE in the region. There is also some opportunity here to indicate the personal contribution that is needed on the path towards this goal.

Figure 5: Outer ring



The second ring involves resources and activities. The emphasis here is rather on the region, but the link to the company is already becoming stronger. In terms of resources, both individual and collective resources are discussed. 'Individual resources' are resources that the entrepreneur himself possesses, or is lacking. These may also be resources that can be utilized by partners through, for example, partnerships or a supporting role. 'Collective resources' are resources from the environment that can be utilized, but also what the company can add to these collective resources. The titles of these elements also refer respectively to 'Environment' and 'Involved parties' to make clear that the resources originate somewhere. After all, the enterprise is in a physical place.

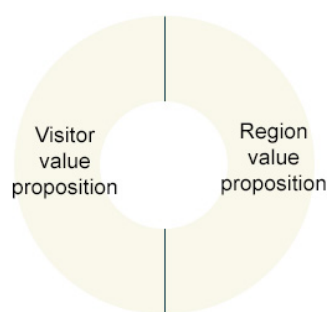
The third element in this ring names the business 'Activities'. These activities are performed by utilizing various resources, and are directly linked to the value propositions (the next ring).

Figure 6: Second ring



With the third ring, the emphasis lies on both the "Visitor Value Proposition" as well as the "Region Value Proposition". This requires a clear description of what the business offers the visitor and what kind of visitor would correspond. But it also requests to know the contribution to the value of the area in which the entrepreneur is active and who benefits from this. This can be done in various ways: in nature management, nature regeneration, local economy, et cetera. Separating the two value propositions has the advantage of maintaining the focus on both the business and the region.

Figure 7: Third ring



The final component is the "Business Goal," the goal of the entrepreneur. This may simply be "make a profit", but it is important that this connects to the regional problems and challenges. The Wildlife Economy Best Practices Booklet provides inspiring examples on this.

Figure 8: Inner ring



3.1.1 The BPC as both an analyzing and generating tool

The BPC can be used as both an analyzing and generating tool. As an analytical tool, it can be used, for example, to understand how a best practice is put together, giving one more insight into the elements that make it a best practice. This can easily be done by using post-its (physical or digital) to fill in the different boxes. But the BPC will initially be used more often to determine where an existing company (which is not necessarily a best practice) currently stands and where the current bottlenecks are. To do this, one begins in the same way with post-its as with the best practice. Bottlenecks can then be made visible, for example, by drawing a red circle around the relevant Post-its or by drawing a red line between two Post-its that 'work against' each other. In the same way, of course, the strengths can be made visible with green circles and lines. What one does in this way is make an analysis of how the situation is at the moment and where one stands with his or her company.

Appendix 1-3 shows three examples of how the BPC has been used as an analytical tool (here 3 examples were used based on the case histories from the Wildlife Economy Best Practices Booklet). The fictional example based on De Voorste Luysmolen (see next page) also shows how identifying bottlenecks can work.

In addition, or even as a result of the analysis, the BPC can be used as a generating tool. Appendix 4 provides an example of a fictitious campsite developed with the BPC. One can start at the "Context" or "Current Situation" to describe the challenges one wants to address or the opportunities one wants to strengthen. But one can of course also start with the 'Goal' that needs to be worked towards. It is important to look for a good coherence between all elements when completing the BPC.

Next, it is important that the problem, or opportunity, is articulated very clearly. The clearer and sharper the problem, the better the solution can be identified. See the example below of how this can work. After a sharp problem formulation, one is naturally looking for how that problem can be solved. In this process of generating new ideas or solutions, it is very important to link the problem to a question that begins with "How can we...?" or "What if...? Linking these questions to a problem often creates multiple solution directions.

The questions are the starting point for coming up with new ideas. But beware, the ideas that initially emerge are not immediately the end point. It is better to see the first ideas as a stepping stone to better, more developed ideas. Often the first ideas are immediately discarded because people see more difficulties than opportunities in them, and this while it seemed a good idea at first (so there was definitely something 'good' in it). For the (further) development of initial ideas SCAMPER is a very practical thought process tool to use. It offers a range of sample questions (divided into SCAMPER sections, see below) that one can ask about the initial or new ideas. Through these questions, even more ideas or variations on the ideas often emerge, or a search is made for making ideas feasible and so on. It is important to realize that the first ideas do not have to be the end of the process, but should be seen as stepping stones to more developed ideas.

3.1.2 Example problem description - Case study the Voorste Luismolen

The Voorste Luismolen in the Boundary Park Kempen~Broek is a unique undershot water mill dating from 1515, and is owned by the municipality of Bocholt. The mill is a visitor's lounge of the Boundary Park Kempen~Broek. Nowadays, De Voorste Luismolen fulfills several functions: hospitality, visitor's lounge, starting point for walks, and monument to the history of the area.

After plotting De Voorste Luismolen on the BPC, a challenge was described in the 'Current Situation' as "visitor utilizes the landscape, but gives nothing back". We used this as a starting point to describe a problem.

The first version of the problem description:

How can we encourage visitors to give something back to the landscape?

This can be in the shape of money or in some other form.

Secretly, this formulation already contains a targeted solution. There is often a tendency to think in terms of solutions. Moreover, what does the landscape gain if people give money or something else in return? It is therefore important to keep the question very specific but also as open as possible so that there is room for different ideas in the answer.

The second version of the problem description, now immediately with a linked "How can we ...?" question:

People experience benefit in using the landscape, but their use of the landscape exhausts the landscape. How can we get visitors to actively compensate for their use of the landscape?

The linked question (always) looks for possibilities and it is of course possible to rewrite it in a different way, so that it (also) looks for other possibilities. For example: How can we make visitors aware of their use of the landscape?

3.2 SCAMPER

SCAMPER is a tool developed in 1997 from the design sciences to help stimulate the creative process by asking questions that provide unexpected answers. It is a tool that is especially powerful when there is already a (new) idea, but when one gets stuck with the development of this idea and new creative impulses are needed.

SCAMPER thus helps to shape the idea development process and is thus best used to move from initial ideas to new forms of the idea. The word 'scamper' in English has the meaning to move fast and light.

SCAMPER stands for Substitute, Combine, Adapt, Modify, Put to another use, Eliminate and Reverse. For each section, there are a number of sample questions that can be asked that activate the creative process and help to further develop the thought process of ideas (page 18 provides a full list of SCAMPER questions). It is important to realize that SCAMPER is not a fill-in-the-blank exercise for all questions. It is better to reflect on where one is in the thought process and ask questions that are best suited at that point. This can be as simple as taking the first question from the list that seems most relevant at that moment and answering it.

SCAMPER is thus very powerful in that it disrupts the 'current' or 'stuck' train of thought and puts it on a different track. Again, one must be aware that (initial) ideas are not an end phase. Producing ideas is a starting point, and at that point one must dare to develop the idea further. Sometimes this means letting go of an idea, but often this letting go can also mean letting go while retaining the good elements. Perhaps a different idea or an adaptation of an idea is just that little bit better. It is precisely by dealing with ideas in this way that it is possible to achieve change.

3.2.1 Example SCAMPER

To show how SCAMPER can be applied and what needs to be considered, we give an example using De Voorste Luysmolen again. The starting point builds on the problem description of the previous example:

People experience benefits in using the landscape, but their use of the landscape exhausts the landscape. How can we get visitors to actively compensate for the use of the landscape?

How can we get visitors to actively compensate for the use of the landscape? How can we make visitors aware of their use of the landscape?

As a first idea we came up with Holle Bolle Gijs as a way to encourage families to clean up waste in the landscape. Then we asked ourselves the SCAMPER question "What if you replaced the idea with another activity?". With this we came up with the following ideas:

- Give away a bag of seeds with a walking map that visitors randomly scatter in the landscape so that the flora remains diverse or becomes diverse again.
- Hand out garbage bags, with at least 10 pieces of garbage in the bag one gets a discount on a coffee at the Luysmolen.
- Make observations about nature that score points. With a certain amount of points you can go on a VIP tour with the ranger.
- Placing QR codes at certain spots, when you have scanned 10, you become a 'friend' of the area.

Figuur 9: SCAMPER duurzaamheids editie

SCAMPER

Edition sustainability



- Substitute:** find equivalents
- Combine:** combine things
- Adapt:** use it for another purpose
- Modify:** give it another form
- Put to another use:** use it in another scenario
- Eliminate:** remove elements
- Reverse:** compose it in a different way

What is SCAMPER?

SCAMPER is a technique for exploring new possibilities. By looking at an idea or product from 7 different provocative lenses, it can be developed further. Possibly it can even lead to completely new ideas or products.

1. Substitute

What if you replace the idea with another product, activity or collaboration?
Which resources can you replace to make the idea more sustainable?
Are there other local processes or products you can use?
Can this idea be used elsewhere, or replace something else?

2. Combine

What would happen if you combine this idea with something else, to create something new?

What if you add another bottleneck?
What can you combine to achieve the largest impact with your idea?

3. Adapt

How can you adapt the idea to tackle another bottleneck?
What does the idea resemble?
Can the idea be used by other stakeholders?
Which other products, activities or collaborations can you use as an inspiration?

4. Modify

What can you add to the idea?
Which elements can you focus on to enlarge the impact of the idea?
Which other forms can this idea take?

5. Put to another use

Who can use this idea more?
How would this idea be received in another setting?
Could there arise another idea from this idea?

6. Eliminate

What is redundant in this idea?
How can you make the idea more simple?
What would happen if you would remove an element?
How can you implement this idea in an easy manner?

7. Reverse

What is exactly the opposite of your idea?
How can you organize the idea differently?
How could your idea make the environment less sustainable?

4 Conclusion

This manual does not contain a magic formula for developing a sustainable WE. It does contain an indication of potential problems and challenges, a methodology and two tools to bring stakeholders together to look in a different way at - and to give hands and feet to - the development of (more) sustainable business models within the region.

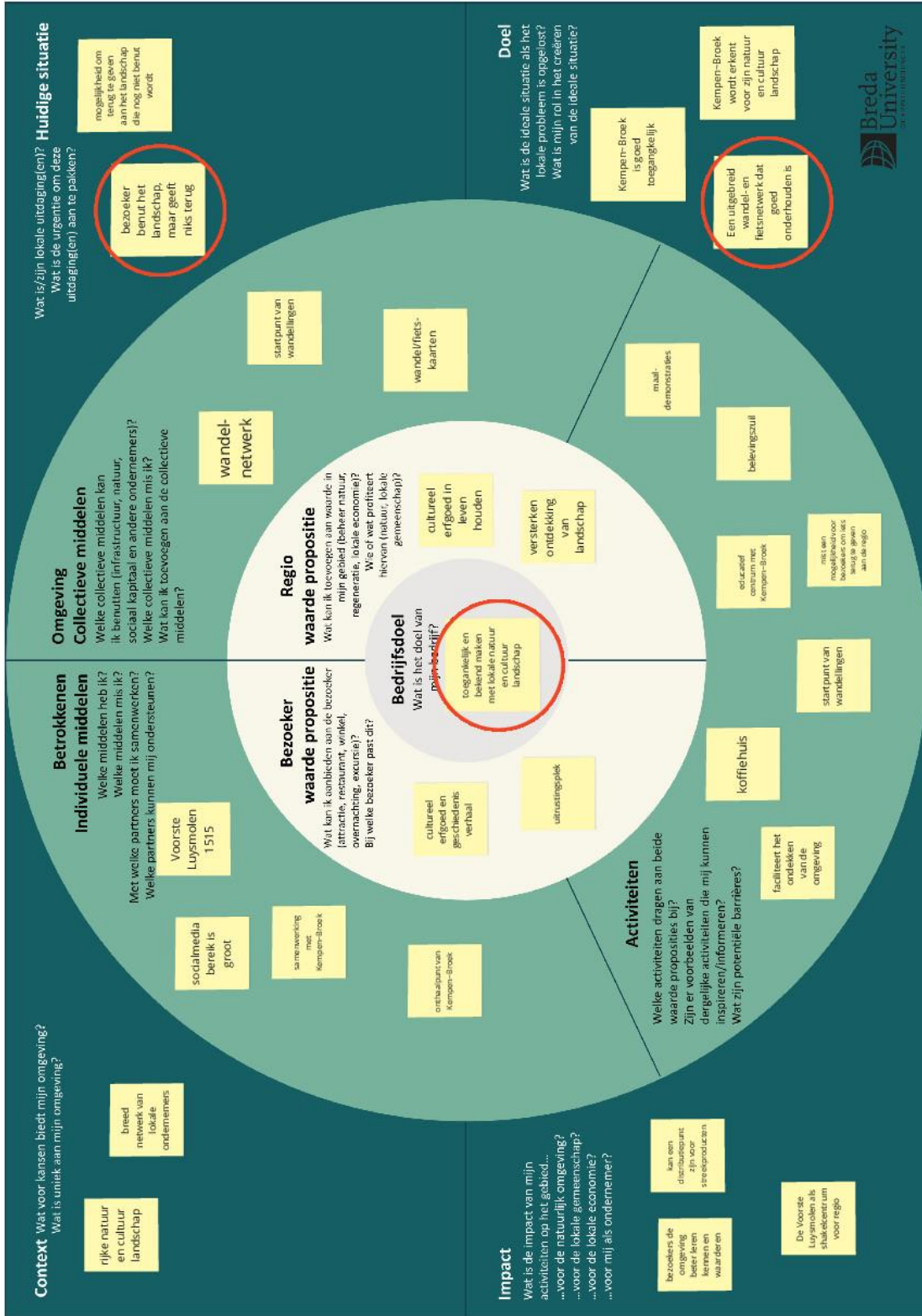
Especially in these difficult and uncertain COVID times, economic survival is important, which ensures that it will not be possible for everyone to invest time and resources in a sustainable WE. Moreover, especially for entrepreneurs, the financial picture has to be right. Therefore, a pragmatic view on a sustainable WE is necessary and this was emphasized within this project as well. By applying simple tools such as the BPC and SCAMPER, the thinking about new or different business models can be better tested and new 'more inclusive' forms of sustainable entrepreneurship can be worked on that are in line with the WE principles, while at the same time not losing sight of the financial reality.

This is not easy to achieve and requires ownership and leadership. It is therefore essential that there is a person or organization in the region that is willing to take on this role. Such an account manager can take the lead in setting up projects and bringing different parties together. This ties in with a second point that requires attention; investing in a strong regional network of entrepreneurs, local stakeholders and regional landscape management organizations (e.g. RLKM). By paying extra attention to these points, it becomes possible to work together towards an authentic local and sustainable landscape.

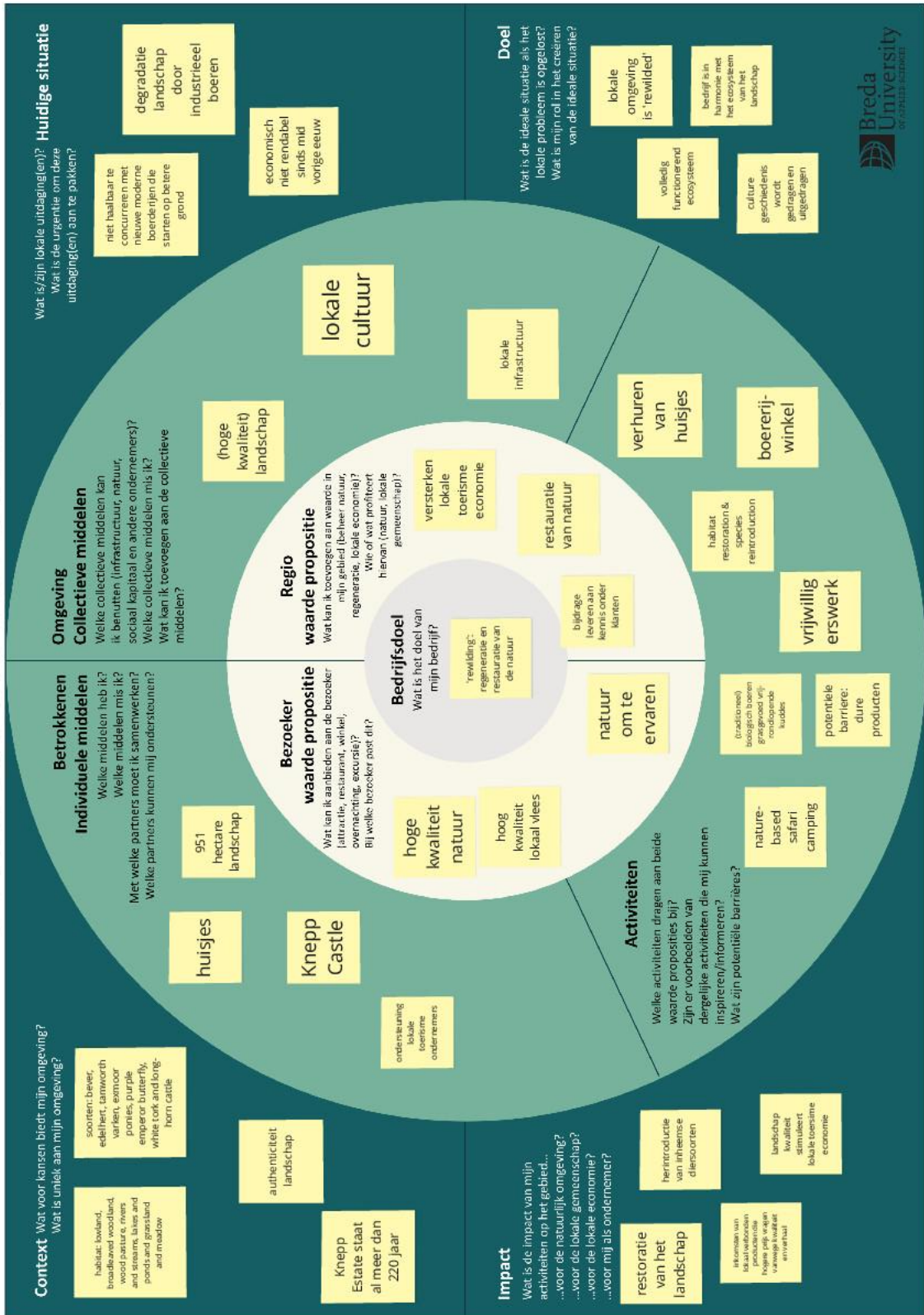
5 Bijlages

Bijlage 1 De Voorste Luysmolen

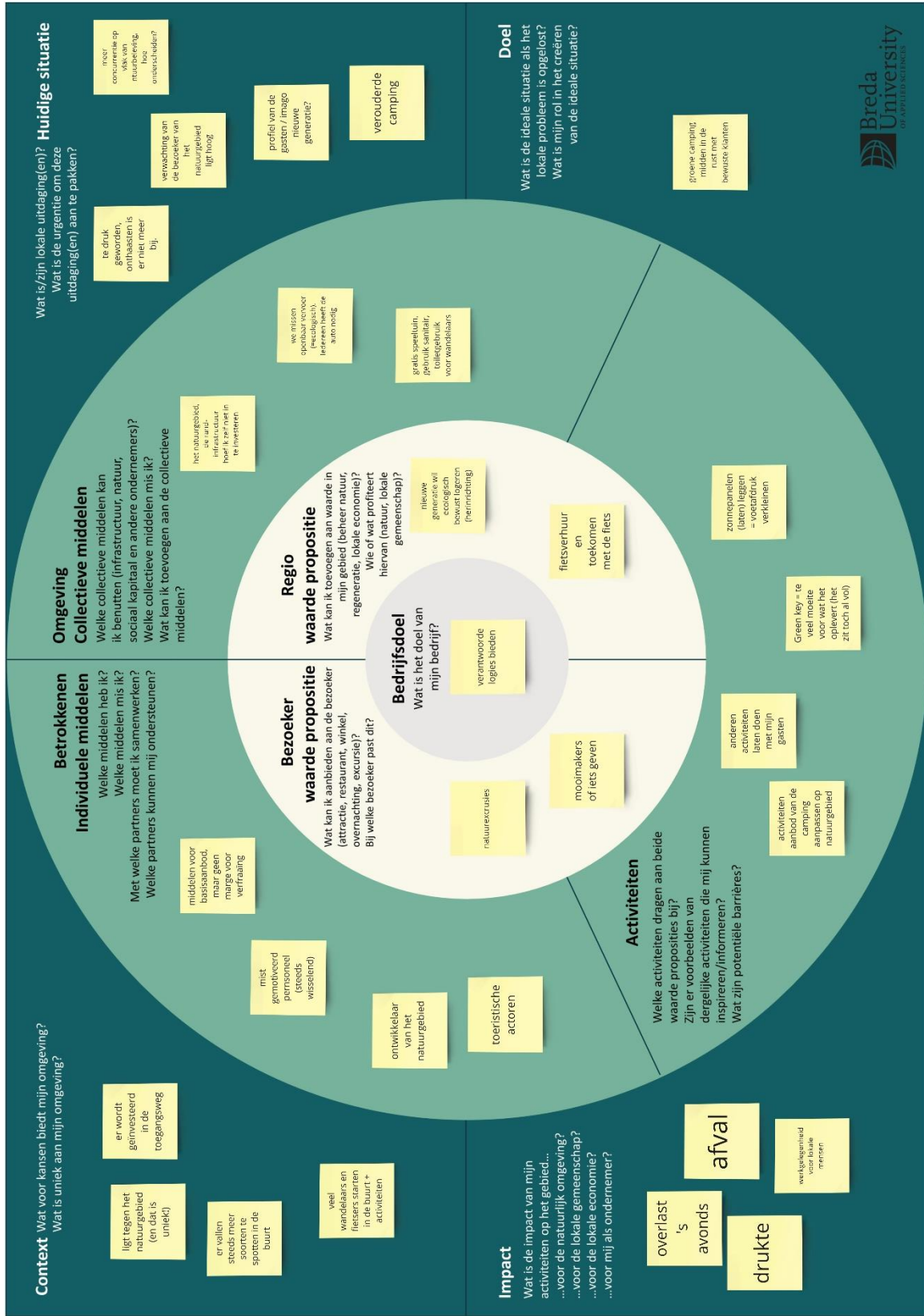
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