

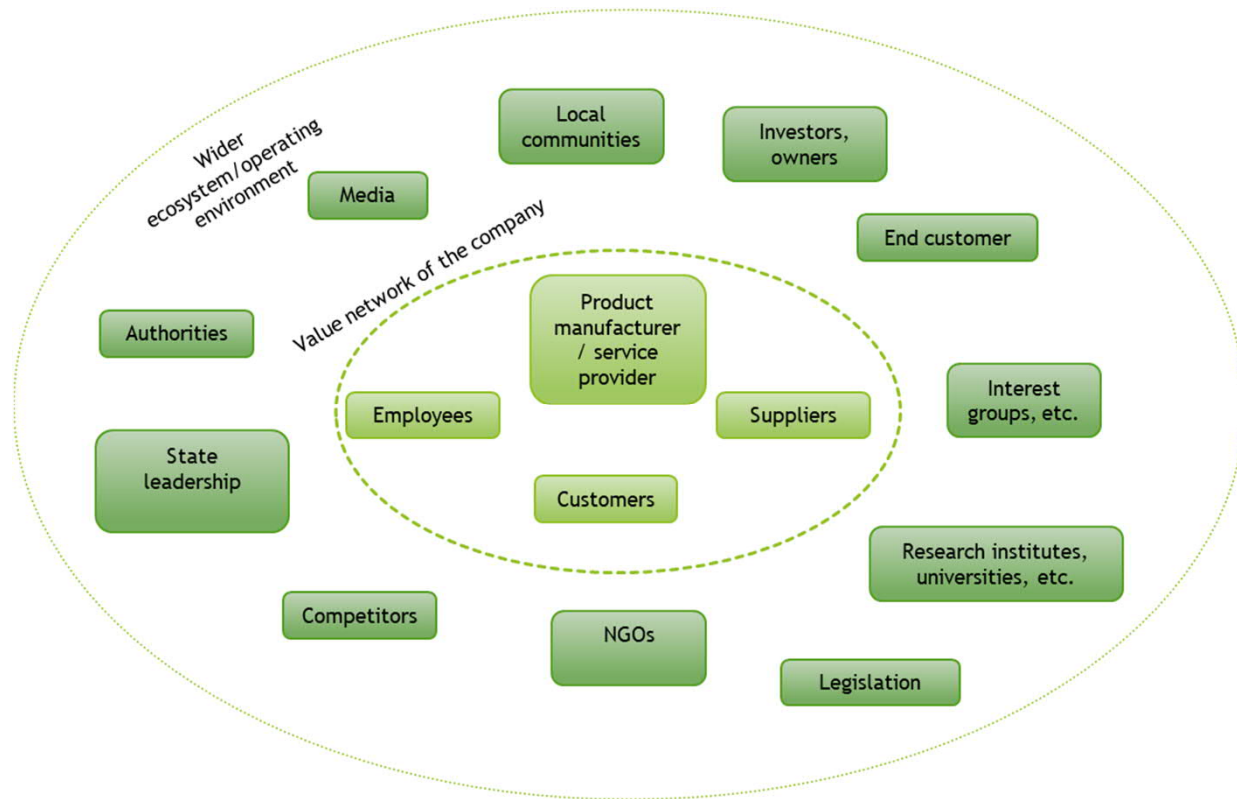
# Template 1: Brainstorming about future opportunities and potential

|                         | Present | Future opportunities | Commercial potential |
|-------------------------|---------|----------------------|----------------------|
| Product as a service    |         |                      |                      |
| Life cycle extension    |         |                      |                      |
| Network optimisation    |         |                      |                      |
| Digital platforms       |         |                      |                      |
| Saving of resources     |         |                      |                      |
| Renewable raw materials |         |                      |                      |

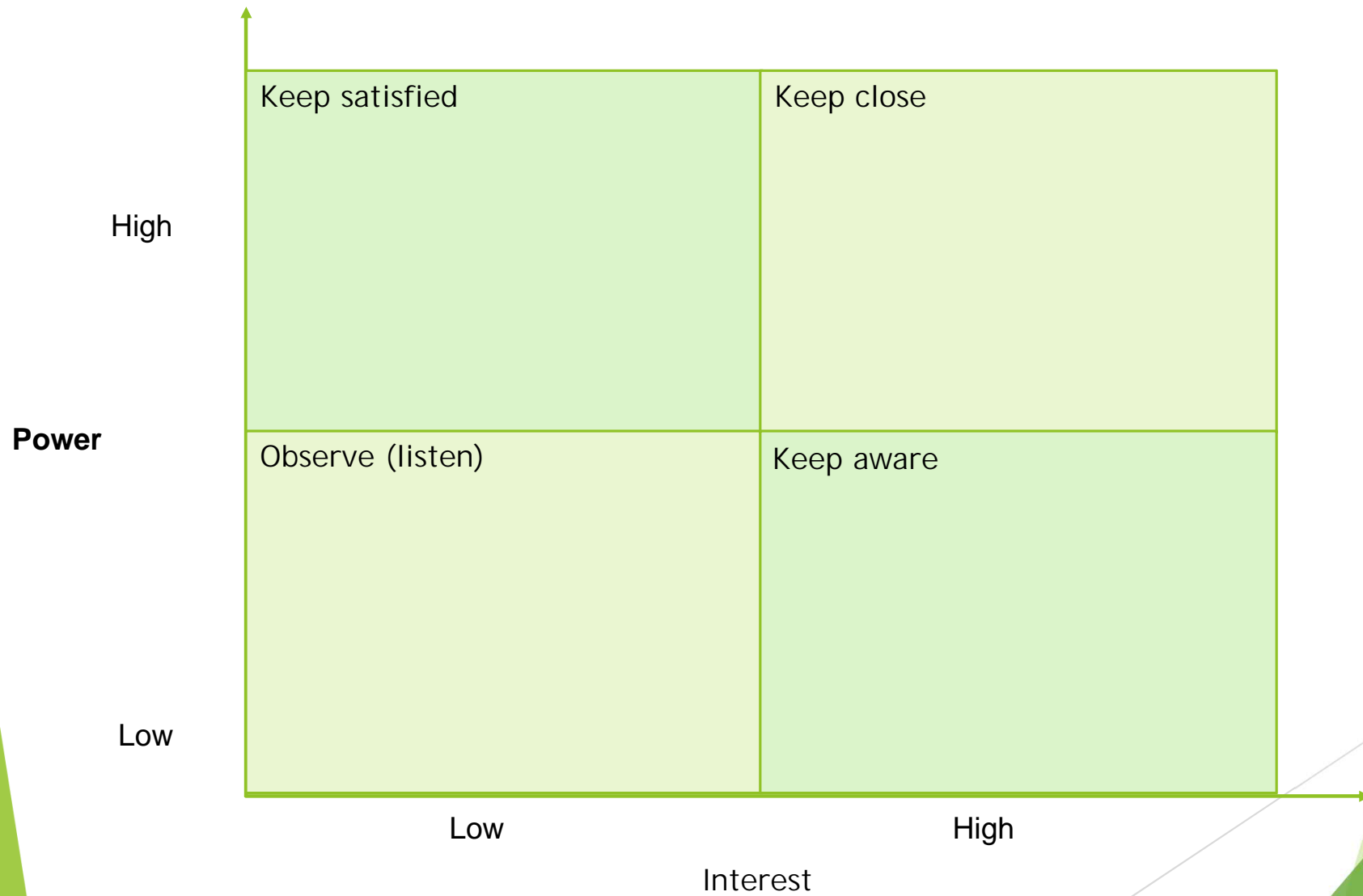
# Template 2: Prioritisation of ideas

|   | <b>Business opportunity 1</b> | <b>Business opportunity 2</b> | <b>Business opportunity 3</b> |
|---|-------------------------------|-------------------------------|-------------------------------|
| PLEASE SPECIFY offering and its value to the customers, environment and society                     |                               |                               |                               |
| TO WHOM the market  |                               |                               |                               |
| HOW key resources, competencies, partners   |                               |                               |                               |
| REVENUE GENERATION MODEL how the idea is monetised in practice                                      |                               |                               |                               |
| Which business opportunity has the most potential? What benefits would it generate to our business? |                               |                               |                               |

# Template 3: Identifying stakeholders and actors



## Template 4: Assessment and prioritisation of stakeholders





## Template 6: Existing/target environmental effects

- Minimisation of the use of raw materials, environmentally friendly materials

Further specifications: \_\_\_\_\_

- Minimisation of energy consumption (organisation's own and external)

\_\_\_\_\_

- Minimisation of water use (organisation's own and external)

\_\_\_\_\_

- Replacing non-renewable resources with renewable ones

\_\_\_\_\_

- Replacing primary materials with recycled materials

\_\_\_\_\_

- Minimisation of the use of hazardous materials

\_\_\_\_\_

- Emissions reductions over the life cycle (greenhouse gas emissions and other significant emissions)

\_\_\_\_\_

- Product life cycle extension

\_\_\_\_\_

- Minimisation of waste generation

\_\_\_\_\_

- Degree of recyclability

\_\_\_\_\_

- Designing products to be durable and easy to repair

\_\_\_\_\_

- Others

\_\_\_\_\_





## Template 8: Existing/sought after societal/social effects

- ❑ Employee satisfaction and wellbeing

Further specifications:

---

- ❑ Minimisation of work injuries and sickness absences
- 

- ❑ Employee turnover
- 

- ❑ Customer satisfaction
- 

- ❑ Emphasis on training and education
- 

- ❑ Creating new jobs
- 

- ❑ Ensuring equality
- 

- ❑ Participating in the development of the community's wellbeing
- 

- ❑ Others
-







## Template 11: Crystallising the idea - main benefits

| Main benefits of the business idea |                              |                     |
|------------------------------------|------------------------------|---------------------|
| For the company                    | For society and stakeholders | For the environment |
| 1.                                 | 1.                           | 1.                  |
| 2.                                 | 2.                           | 2.                  |
| 3.                                 | 3.                           | 3.                  |

## Template 12: Crystallising the idea - main challenges

| Main challenges of the business idea |                              |                     |
|--------------------------------------|------------------------------|---------------------|
| For the company                      | For society and stakeholders | For the environment |
| 1.                                   | 1.                           | 1.                  |
| 2.                                   | 2.                           | 2.                  |
| 3.                                   | 3.                           | 3.                  |

# Template 13: Planning of the business model experimentation



Score card for rapid experimentations

Rapid Experimentation

Time

Performed by

## Subject tested in the experimentation

- Describe the subject being tested:
- Importance for the success of the business model (1 not important - 5 extremely important) \_\_\_\_\_

## Results

- Main results:
- Assess the quality of the data obtained and the reliability of the results:
- What were the main challenges:

## Collection and analysis of data

Reliability and cost

- Type of data collected:
- Method of data collection:
- What are the main challenges in data collection and data quality:

## Conclusions - to be filled in after the experimentation

What conclusions can be drawn from the results?

- Compare the results to the criteria given and draw the conclusions
- List other observations and thoughts:

## Criteria for evaluation of results

Quantitative and/or qualitative

What are the conclusions based on:

- ### The next steps
- Ready for scaling
  - More experimentations
  - Does not work / major changes needed

To be filled in after the experimentation