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AGILE4CIRC

Agile leadership transformation for business in circular economy

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Adult and new business opportunities in Circular Economy (CircEc) and Social Responsibility (SR) report Netherlands



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Introduction

A circular economy is an economic system aimed at minimizing waste and making the most of resources. This regenerative approach is in contrast to the traditional linear economy, which has a take, make dispose of model of production.

The scope of the report is the initial methodological framework based on a research on Circular Economy and Social Responsibility at the Policy Maker level. The results of the report will be used as to designing the training course (IO2). National circular economy ecosystem will be examined focusing in the existing needs, lessons learnt, new Business Opportunities for adults in the new economy and best practices.

AGILE4CIRC operates in understanding how the ecosystem of the Circular Economy and Social Responsibility is implemented in Luxembourg which provides clues for capitalizing in market niches, potential business replicability in an adaptation of existing models attending the local needs and regulations. The research focuses on "detecting opportunities for Adult entrepreneurs in the new economy". The reason for this focus lies on the concept that many adult EU funded projects are concentrated in general in providing "basic skills" and mentoring to an adult just to become "another one to compete with thousands on the market for a job" without a "value proposition" that gives them a competitive advantage.

The research is needed because spots the existing business model across different economic realities and enables to detect market niches and potential partnership target group cooperation. Understanding the state of the art of the Circular Economy through a Matrix that classifies and organize them is what the research brings, clarity. The Methodology

identifies how local stakeholders can contribute to the implementation of the new economy mindset generating a win-win situation.

In general, the objective of the current report is to understand the potential of the circular economy in Luxembourg where the business is, best practices, and market niche

1. Definition of methods to be used in the research and creation of tools

Data will be obtained mainly by interviewing local stakeholders and collecting data from policies, national reports, case studies, best practices, training materials and market research and forecasts. For the data analysis we will use both qualitative and quantitative research methods, including desk research, survey research and secondary data. We will use qualitative methods for a complete, detailed description of observations, including the context of events and circumstances that makes Circular Economy and Social Sustainability feasible. The quantitative methods used will be related to analysis of researches where hypotheses were tested, features were classified and observations were explained in the area of Circular Economy and Social Sustainability.

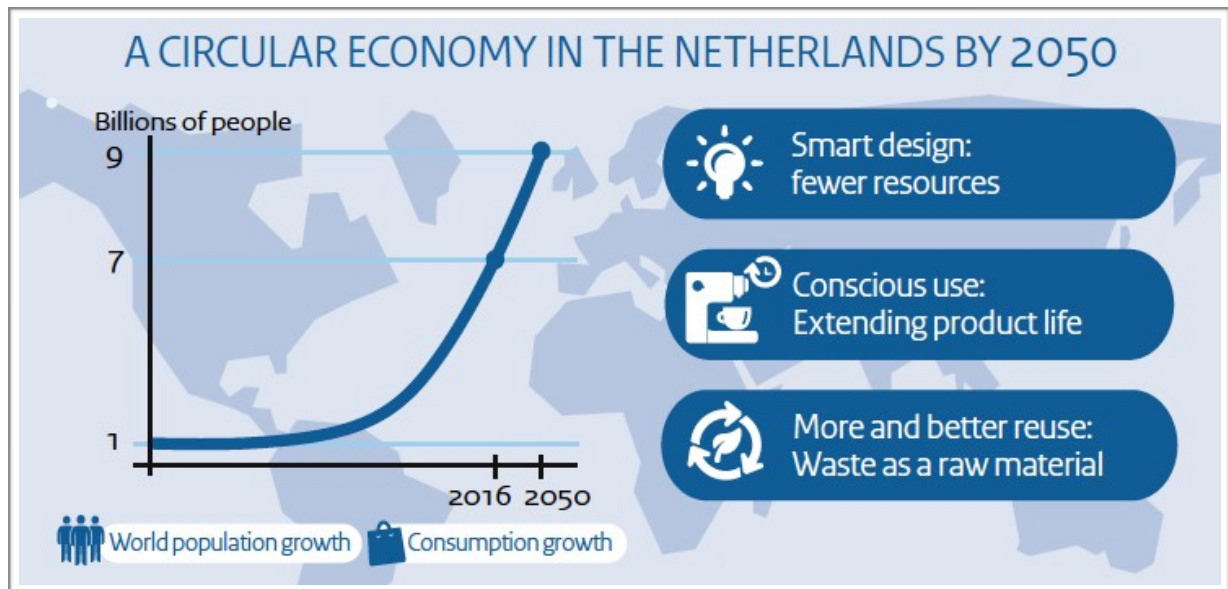
2. CircEc & SR at Policy Maker level

In the Netherlands the urgency of a transition to a circular economy is noted. Therefore a government-wide ambition has been formulated as a guiding vision.

In October 2016 the governmental program A Circular Economy in the Netherlands by 2050 was launched. In this program a nationwide plan is drawn up by multiple departments, to function as a vision for the successful implementation of the circular economy. The goal formulated in this report is to reduce the amount of primary resources used in the Netherlands by 50% in 2030, and to become completely circular by 2050. This can be accomplished through resource efficiency, a shift to

renewable and recycled resources, and creating new markets and business models. The summary of the program can be found [here](#).

The program was followed by the development of Transition Agendas and an implementation program (read more below).



The Dutch government has selected five economic sectors and value chains that will be the first to switch to a circular economy: Food and Biomass, Plastics, Manufacturing, Construction and Consumer Goods. These five priorities are important to the Dutch economy and have a big impact on the environment.

In January 2017 a National Agreement on the Circular Economy (Letter of Intent) to develop transition agendas was signed by the Dutch government and a variety of partners.

Transition agendas have been developed for all five sectors and were offered to the initiators of the National Agreement on 15 January 2018:

Transition Agenda Biomass and Food

Transition Agenda Plastics

Transition Agenda Manufacturing Industry

Transitio Agenda Circular Construction Economy

Transition Consumer goods.

In July 2018, the Dutch government announced its commitments and priorities to support and promote the realisation of the Transition Agendas. A schematic overview of the commitment and priorities of the Dutch cabinet per sector can be found in this leaflet.

Reduce the amount of primary resources used in the Netherlands by 50% in 2030, and become completely circular by 2050.

Goals in 'A Circular Economy in the Netherlands by 2050'

The Circular Economy Implementation Programme 2019-2023 was launched on February 8, 2019.

In 2019 PBL Netherlands Environmental Assessment Agency published Outline of the Circular Economy with an inventory of current circular activities and indication of jobs involved.

Find updates and new documents on the dedicated webpage on Circular Economy of the Dutch government.

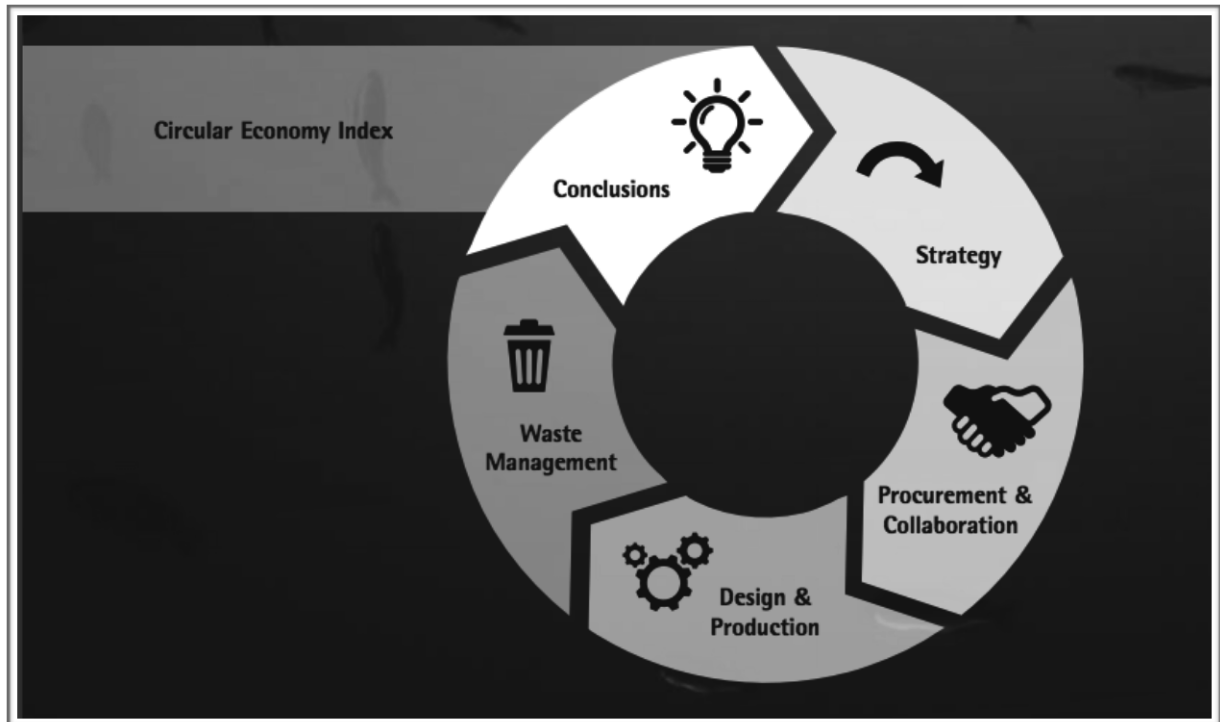
3. What has been done in Netherlands

The realisation of a circular economy is important for the Netherlands and the rest of the world. Climate change and the impending shortage of raw materials demand a shift from linear to zero-waste circular cycles. This shift will be accompanied by significant changes in the areas of product development, industrial processes and cooperation in the value chain. The opportunities for leaders in this segment are significant. The Netherlands is a circular hotspot. Dutch businesses are showing the way in the development of innovative circular business models: the recycling infrastructure and technologies are advanced, Dutch entrepreneurs are innovative and committed to circular transformation, and the solutions are not only durable, they are economically viable. This bodes well for the sustainability of Dutch businesses. But there is need to do more. While circular solutions are emerging, the research indicates that Netherlands should continue to ask how we can initiate more circular business cases.

Collaboration is key: congregate, share knowledge and experiences, make arrangements with partner organisations and help each other, and make use of the specialised institutions that are already present. MVO Nederland, an important partner of Confederation of Netherlands Industry and Employers (known as VNO-NCW) the Dutch employers' federation, is a valuable platform for entrepreneurs, providing access to a large body of information on sustainable economic development. Or be inspired by the eight Dutch multinationals, which together form the Dutch Sustainable Growth Coalition, provide insight into viable business cases in their publication, Circular Economy. The Netherlands is taking a leadership position in the establishment of circular principles. As a circular hotspot, we need to continue to expand our efforts, providing proof points to support our proposal for Next Level investment to the new Dutch cabinet. Our progress will also provide concrete support to the European policy for the development of a circular economy. And the ultimate prize: when succeed in the realisation of more circular business cases, exports will get a boost – that creates jobs.

As the global economic system has evolved over the last 150 years, technical innovation, during the second half of the 20th century, has helped to drive down the cost of resources and significantly improve our society's welfare. However, the predictions of the 1972 Club of Rome "Limits to growth" report became reality early in the 21st century. Economic growth no longer outpaces the increase of material cost, and with the acceleration of digital technologies new revenue models have emerged. Leading businesses in the Netherlands, are taking up the challenges these growth limitations have created. Businesses, collaborative platforms, innovators, governments and joint initiatives throughout the country, see the circular economy as the next business opportunity. The Netherlands now claims the title of "Circular Hotspot" due to the fact that these key economic players have set their focus on creating circular awareness. To understand the current status of the circular economy

within the Netherlands' largest organisations, as well as to trigger awareness and educate companies on the economic advantages of this new way of thinking, Accenture, Circle Economy, have initiated the Circular Economy Index. As the first index of its kind, we aim to conduct this



research on a regular basis, continually improving, and using it to drive awareness and document our collaborative progression towards a circular economy. Because what is not measured, is not managed.

To get a better understanding of the maturity of circular economy strategies and the initiatives undertaken by large Dutch organisations, Accenture, Circle Economy, MVO Nederland and DuurzaamBedrijfsleven joined forces to develop the Circular Economy Index. The research provided some insight into the progress being made, as well as the challenges companies are experiencing and opportunities they are discovering. The principles of the circular economy are broadly understood by the 50 companies participating in the Circular Economy Index. These 50 can be considered leaders as a majority of them, 87 percent, are

4. Level of low-skilled or low-qualified adults involved

It has identified three main factors that contribute to the success of these city initiatives to create green jobs for social inclusion at the local level.

They are:

- A. Combining demand and supply side interventions
- B. Linking the interventions to local employment opportunities
- C. Tailoring activation measures to the specific needs of people

A. Combining demand and supply side interventions

Implementing the right mix of demand and supply side labour market policy interventions is key to improving their effectiveness. This means that an intervention does not solely focus on developing people's competences, skills and motivation (supply side intervention) but also aims to create a tangible route into the labour market (demand side intervention). On the demand side, there are two different approaches taken by the cities presented in this publication to create employment opportunities: (1) intermediate labour market (ILM) initiatives and (2) local job creation.

1. Intermediate labour market initiatives: the majority of the examples are intermediate labour market (ILM) programmes. They work on the demand side of the labour market, creating a job or a work placement. The concept of the intermediate labour market (ILM) approach is based on the premise that there are people so far from the labour market that they have no chance to access it. The objective of ILM programmes is to provide a 'protected' working environment with the view of supporting people to gain real work experience to enable them to compete in the mainstream labour market.

2. Local job creation: Four of the examples demonstrate how a city can create new employment opportunities and support disadvantaged people in accessing them. Birmingham and Newcastle created new jobs by setting up energy efficiency programmes via private-public partnership. Tampere stimulated demand for jobs through awareness-raising and running a centre to demonstrate energy efficiency improvements for heritage housing. The

Brussels Capital Region provided grants to new entrepreneurs who have ideas for sustainable businesses. These demand side interventions are then complemented by well-matched activation and training measures (supply side interventions) helping people to gain specific skills and improve their chances of accessing the labour market. For instance, the grant programme in Brussels is complemented by training and advice on running an enterprise. The work placements in Amsterdam, Antwerp, and Rennes Metropole are combined with both on-the job training and educational programmes that allow participants to gain formal qualifications. The work placements in Amsterdam, Glasgow and Gothenburg include programmes to improve soft skills. Antwerp and Rennes Metropole's programmes in addition offer job search advice and assistance, after people complete the programme. Almost all cities implement this intervention 'mix'. Another way to integrate demand and supply side policies can be seen in Barcelona, where on-the-job training and skills development measures are integrated with programmes to make a local public company more inclusive in their operations.⁴ Engaging with schools is also important. Berlin has an educational programme for reengaging disadvantaged young people in the education system and raising awareness of the job opportunities in the green economy. Likewise, Birmingham in addition to the local job creation and activation measures runs a career guidance programme for its young people to direct their education and employment choices towards the green economy.

B. Linking the interventions to local employment opportunities

The second success factor is the strong link between the programmes and local employment opportunities. Cities as the level of government closest to the people have an in-depth knowledge of their local labour markets. They can design programmes in line with local economic demand and prepare people for jobs that are available locally. The effectiveness of the demand and supply interventions is made stronger when they are

grounded in local businesses and job market needs. In the majority of cities people received training linked to the demand of the local green labour market. This is a proactive way to ensure a job to skills match and avoid any anticipated future skill shortages in the green economy. Examples of sectors in which people have been employed following the programmes include: [1] eco-construction energy efficiency industry energy auditing and advice renewable energy industry 'green' enterprises green area maintenance / bio diversity management waste disposal and recycling industry. A number of cities are also active agents in shaping the local economy and creating local jobs. Birmingham and Newcastle contractually ensure that the supply chains of their energy efficiency programmes, set up via public private partnership, remain local. Additional interventions support small and medium size enterprises to capitalise on the business prospects that arise from these programmes. The Brussels Capital Region contributes to creating jobs in the target area by supporting the development of green enterprises, which in turn creates more new jobs.

C. Tailoring activation measures to the specific needs of people

The third success factor of the programmes is linking the activation measures to the specific needs of the target groups. For example, Barcelona engages a specialised team to address the barriers to employment of people with disabilities and Berlin uses an innovative teaching method to reengage young people who have dropped out of school. Some of the initiatives cater for the needs of more than one target group and design interventions accordingly. Many interventions also put a strong emphasis on addressing individual needs in a comprehensive way, taking into account people's personal situation, abilities, talents, interests and their employability profiles. For example, Gothenburg's rehabilitative employment programme includes an in-depth assessment of each person's obstacles to employment and creates a highly individualised pathway for those people to move forward. CITIES' TOOLS PUBLIC PROCUREMENT

Cities can leverage the power of public procurement to create inclusive labour markets. The cities of Amsterdam and Rennes Metropole use clauses in public procurement to create employment opportunities for vulnerable people. Amsterdam procures work from private companies on the condition that they reinvest part of the profits from the public contracts into programmes with an added social value, such as employability programmes for young people without qualifications. Rennes Metropole uses social clauses to set up partnerships with social enterprises and requires that companies who bid on city tenders create social inclusion programmes within their service delivery, such as 'back to work' programmes for long-term unemployed.

In Birmingham and Newcastle a 'competitive dialogue process' has been used with the business sector to bring benefits to the local community. In setting up public private partnership to improve the energy efficiency of homes, each city works closely with its respective bidders to ensure that the contracts create or maintain local jobs and that some of the job opportunities also reach disadvantaged people. PARTNERSHIPS Cooperation with a range of other stakeholders is important in creating inclusive labour markets in the green sector. City administrations have a key role in creating and brokering these partnerships and in leading them in the right direction. Table 3 shows the variety of partnership work done by our city examples.

CONCLUSIONS The green economy represents an opportunity to tackle major societal challenges and can contribute to combating poverty and exclusion in a sustainable way. In this context, public intervention is important to help disadvantaged people access the labour market. The practice examples demonstrate that well-designed local authority programmes can increase the labour market opportunities of vulnerable people and people with very low employability profiles. For local authorities, programmes that combine greening and social inclusion bring

beginning to integrate circular economy principles into multiple facets of their business strategy. Most have done so because circular economy principles align to their core business. This will help them mitigate risks that may arise from future policy changes and industry shocks, and enable them to explore the creation of new revenue streams. Respondents highlight the difficulties of creating a viable business case as the primary barrier to realising their circular economy initiatives. Partnerships are a core element of the circular economy initiatives of Dutch business, as illustrated in the “Circular Rail” initiative. Yet value chain cooperation is far from the norm. Only one third of participating companies already have formal agreements with supply chain partners to support a circular economy model. Significant improvement is also possible in the procurement process: only 6 percent of respondents work exclusively with suppliers that meet minimum requirements for circular economy performance.

Dutch companies are also struggling to translate their strategic circular ambitions into action. Only 15 percent of respondents say they have analysed the implications of adopting circular economy principles on all aspects of their business. The lag in moving to action is most apparent in the areas of product design and production, where introducing circular principles is a key step in shifting the core business towards a circular approach. While the majority of respondents (53 percent) are already considering circular economy principles in product development, this is not yet done at scale. Only a fifth of the participants indicate that over 80 percent of their products are designed using circular principles. Waste management, on the other end of the value chain, is among the more mature elements of the circular economy initiatives of participating Dutch companies. More than half have clear policies and targets, as well as concrete implementation plans for waste management. Reverse logistics is the most complex element in this area: 38 percent of companies see it as

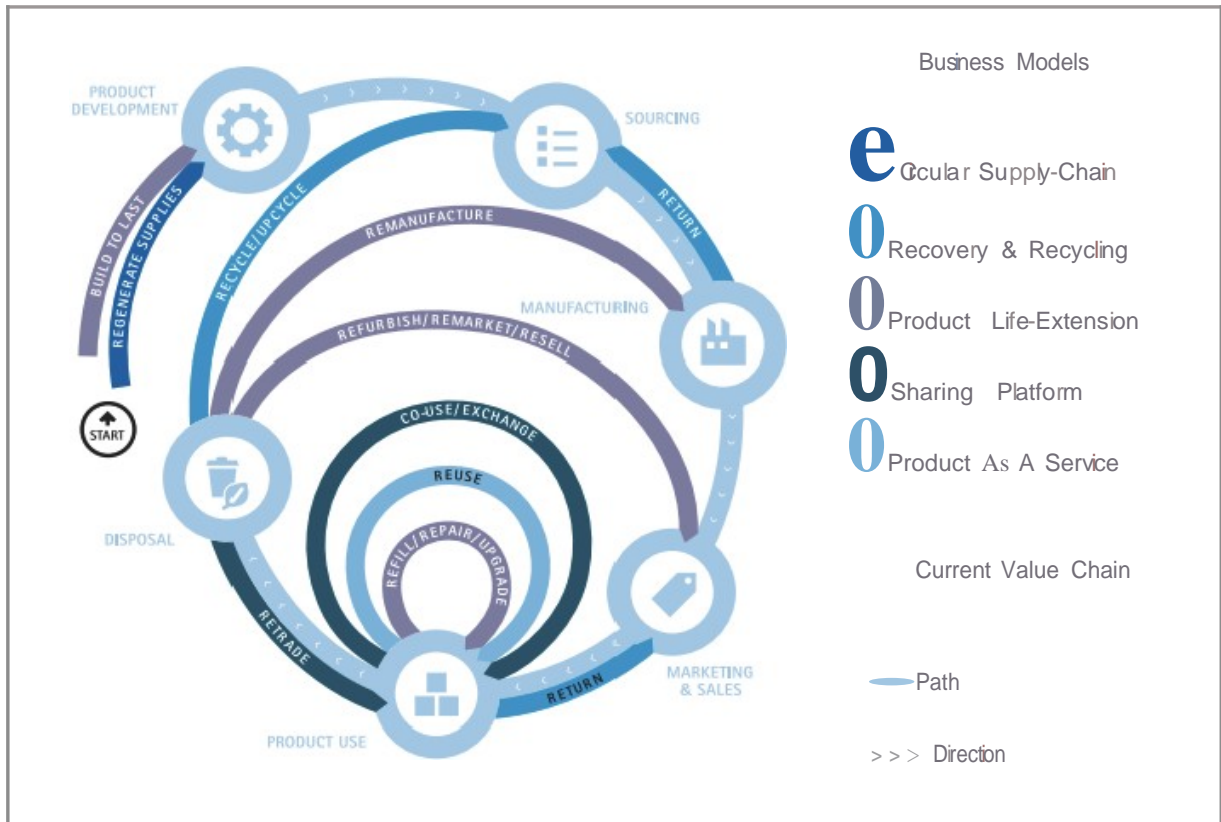
a responsibility to provide reverse logistic, yet only 17 percent manage to provide this service to a significant extent. The conclusion is that the circular economy still early days. While front runners have formulated ambitious strategies and are making progress in the implementation. Executive summary of circular economy principles, current initiatives have yet to achieve scale. And, with only a 20 percent response rate to invitations to participate in the Circular Economy Index, there still is a circular world to be won. The starting point for any organisation looking to adopt circular economy approaches is understanding where the shift to becoming more circular will destroy and create value in their value chain. It is important to find the proper business model, ensure the right capabilities and technologies are in place, and to properly time a circular implementation. For those making the transition to a circular business, the learning process continues. Full scale implementation requires greater cooperation within value chains, as well as collaboration to break down regulatory and practical barriers. Working together will broaden the circular business community and increase the impact of circular economy initiatives, making the Netherlands the undisputed hotspot for circular business!

Goal and approach of The Circular Economy Index The circular economy is one of the guiding principles of the Netherlands' presidency of the Council of the European Union, a position it holds through the first half of 2016. As one of the EU member states pioneering adoption of circular economy principles, the Netherlands has significant potential to become an international hotspot – a live national laboratory – for the circular economy. This could benefit other nations through knowledge sharing. To get a better understanding of the maturity of circular economy strategies and the initiatives undertaken by large Dutch organisations, Accenture, Circle Economy, MVO Nederland and DuurzaamBedrijfsleven have joined

forces to develop the Circular Economy Index. Since the transition to a circular economy will take time, the partners aim to make this a recurring research. Fifty companies participated, out of 250 invited, in an online survey containing 28 self-assessment questions. The participants were primarily large, established multinationals which considered to be leaders in circular economy. The survey focused on the circular economy and its different elements: • strategy • procurement and collaboration • design and production • waste management In addition, five interviews were conducted with companies who engage with circular economy principles to test results and gain insight into their approach, successes and challenges.

5. New Business Opportunities for low-skilled or low-qualified adults in the CircEc

Five circular business models to understand the winning business models of the future, Accenture has done extensive research among circular leaders. Based on over 120 cases five circular business models are defined. Circular supplies: Provides fully renewable, recyclable or biodegradable resource inputs that underpin circular production and consumption systems. Resources recovery: Enables a company to eliminate material leakage and maximise the economic value of product return flows. Sharing platforms: Promotes a platform for collaboration among product users, either individuals or organisations. Product life extension: Allows companies to extend the lifecycle of products and assets. Value that would otherwise be lost through wasted materials are instead maintained or even improved by repairing, upgrading, remanufacturing or remarketing products. Product as a service: Provides an alternative to the traditional model of “buy and own.” Products are used by one or many customers through a lease or pay-for use arrangement. This business model turns incentives for product durability and upgradability upside down, shifting them from volume to performance. circular economy through the study Waste to Wealth;



7 KEY ELEMENTS OF THE CIRCULAR ECONOMY



- ▶ What opportunities would present themselves if the Netherlands were to accelerate the transition to a circular economy?
- ▶ How can these opportunities be used, how can obstacles be removed, and what shape should this transition take?
- ▶ What part can the government play in this process?

An expansion of the circular economy for technical products in the Netherlands initially means advocating more maintenance and repair work, intensive reuse and increased recycling. Of course, these activities are already happening. So we can already speak, to a certain extent, of a circular economy. By looking at 17 product categories from the metal and electrical sectors, it is estimated that the current value of the circular economy for these products is €3.3 billion and that an additional market value of €573 million per year could be achieved by responding to a broad range of opportunities identified by stakeholders and experts. With respect to value creation with biotic waste streams, the Netherlands has the advantage of being a densely populated country with an active agricultural sector and a large agro-food industry. As a result, significant biotic waste streams are available. The 34 most important waste streams have been identified: the use of these waste streams already represents a value of €3.5 billion. An estimated investment of €4 billion to €8 billion per year in new technologies could create added value of €1 billion per year for the circular economy in the areas of biorefining, biogas extraction and more comprehensive systems for sorting household waste.

If the Netherlands is to take full advantage of the opportunities, the government needs to develop a consistent, multidisciplinary and wellfounded long-term strategy intended to lead to a circular economy. The following actions (and supporting studies) are needed now in order to identify areas of research, regulations, financial and fiscal incentives and strategies that will encourage frontrunners, promote the role of the

government as a 'launching customer' and enhance international relations: – create a clear, cross-departmental, consistent strategy for the circular economy; – develop a coherent education and research plan for the circular economy; – make a comprehensive assessment of the pros and cons of existing rules and regulations regarding waste; – increase knowledge and awareness of raw materials in each value chain; – ensure that leaders and others who stick their necks out receive a permanent and true advantage, for example through value chain management; – review the effectiveness of a broad set of fiscal and financial incentives to promote circular behaviour; – determine the impact of incineration plants on the viability of circular business cases and take appropriate action; – develop the role of the government as active and expert 'launching customer'; and – use the international playing field to help the circular economy move forward.

6. The Pocket Library: collection of documents, reports, book, and websites on circular economy

<https://www.circle-economy.com/tool/circleassessment/#.XcCT4ZJKhZo>

https://hollandcircularhotspot.nl/wp-content/uploads/2018/06/LR_2033_HCH_Magazine_210x297mm_COMPLEET.pdf

<https://www.circle-economy.com/the-7-key-elements-of-the-circular-economy>

<https://www.pwc.nl/en/onze-organisatie/corporate-responsibility/our-circular-ambition.html>

<https://www.csreurope.org/mvo-nederland>

<https://sustainablebrandsmadrid.com/blog/circular-netherlands-leads-on-sustainability/>

<https://www.floow2.com/succes-stories-en.html>

<https://www.csreurope.org/circular-business-model-innovation-toolkit#.XcBsqZJKhZo>

<https://hollandcircularhotspot.nl/en/useful-tools-for-circular-entrepreneurship/>

<https://www.government.nl/topics/circular-economy/documents/discussion-documents/2017/01/24/national-agreement-on-the-circular-economy>

<https://www.europeanbusinessreview.com/bridging-the-circular-economy-and-social-enterprise-the-dutch-ministry-of-defence-and-biga-groep/>

<https://kenniskaarten.hetgroenebrein.nl/en/knowledge-map-circular-economy/what-are-useful-tools-for-organizations-that-want-to-get-started-with-the-circular-economy/>

https://drive.google.com/open?id=1Y7IQK93_kEgQ7PzaiAXYwogtO0vdM1MT

7. Tools and methodologies for CircEc and SR applications

The agile4Circ project combined a series of tools. The Circular Business Model Innovation Toolkit presents includes the process, worksheets and tools that are selected and/or developed to aid startups increasing, analysing and innovating their business models to become more sustainable and circular. The toolkit intends to support organisations that have an ambition to improve their business models towards sustainability and circularity in embarking upon and executing that innovation journey.

What is the role of education promoted by Agile4Circ?

The (transition to a) circular economy has much to gain from good education; people who are taught to think and act in a circular way. A circular economy will change the labour market. A circular economy will feature a large service industry because of the rise in demand for services surrounding reuse and repair of products. It is also vital for product designers to take circular ideas from practice to reality. In order to apply these principles in practice, education incorporate and teach these principles as well, across specialisations.

Many systemic barriers are present in the current linear economy. These include a lock-in in a resource-intensive production model, the absence of true pricing, and opposition by vested interests.

Institutional barriers

- *Absence of a level playing field:* The current economic system is geared towards the demand of the linear economy. Circular entrepreneurship is thus at a disadvantage;
- *Vested interests:* The transition to the circular economy leads to transaction costs, uncertainty and therefore opposition. Additionally,

new, circular business models (e.g., the sharing economy) may clash with current rules, regulations and agreements on labor conditions;

- *Focus on traditional value chain*: To close loops new alliances outside traditional value chains are necessary;
- *Short term perspective*: Many companies have, for a wide variety of reasons, a short term perspective;
- *GDP limited as an index*: GDP does not take into account costs for society (externalities). Potential for social welfare are therefore underappreciated;
- *Limitations on annual reporting*: Traditional annual reports and profit and loss statements only cover a portion of sociale value. *Integrated Reporting*, as well as environmental and social profit and loss accounts complement this.

[Sociaal-economische Raad \(SER\), 2016p27;](#)

[Raad voor de Leefomgeving en Infrastructuur. 2015, p75.](#)

Economic barriers

- *Price ratio virgin v. secondary resources*: Prices of raw materials are fickle. At low prices alternative, secondary resources (of good quality) are not competitive;
- *Absence of true pricing (externalities)*: By not incorporating social and environmental costs in prices economic decisions are based on incorrect market signals;
- *Limitations on circular business models*: Circular business models are more difficult to develop, for instance because financing is more difficult to obtain; [What are barriers in circular business models and supply chains?](#)
- *Upfront investments*: Circular business models sometimes require upfront investments, while returns are uncertain or spread out over a longer period. Costs and benefits are often unequally spread over the supply chain due to market power; [How do financial risk and return change?](#)

- *Insufficient market demand*: The demand for circular propositions is still limited, hindering the business case;
- *Insufficient qualified personnel*: In a growing economy shortages may arise in certain professions needed for a circular economy, for instance professionals with technical or ICT knowledge;
- *Complexity business processes*: In circular business relations are closer and more intense, both inside a company as with external parties.

Sociaal-economische Raad (SER). 2016p27;

Raad voor de Leefomgeving en Infrastructuur. 2015. p75.

Lock-in to resource-intensive infrastructure

The traditional development model is driven by heavy industrial growth and resource-intensive infrastructure. The physical infrastructure of international production, consumption and trade is highly dependent on fossil fuels and geared to once-through manufacturing models.

Preston. 2012. p15.

Externalities and true pricing

For the market to respond effectively, subsidies that encourage excessive use of resources will need to be removed and all 'externalities' should be incorporated into the price of resources and energy. China, for example, is introducing a range of measures on resource pricing under its 12th Five-Year Plan. But experience from environmental policy-making over decades suggests that regulations with deep systemic impacts - notably carbon pricing - can be frustrated and weakened by special interest groups.

Preston. 2012. p14; Ellen MacArthur Foundation. 2015a. pB; European Commission. 2014. p. 11-14; Aldersgate Group. 2012. p.13-14; Kok. Worpel. & Ten Wolde. 2013. p39-40;

Some of the tools the project uses are:

- ✓ Agile framework
- ✓ Business Canvas Model
- ✓ Design thinking
- ✓ Get to know your TEAM
- ✓ Team Canvas
- ✓ Innovation Journey
- ✓ Value Network
- ✓ Context Canvas
- ✓ SWOT Analysis
- ✓ VISION CANVAS
- ✓ Opportunity Canvas
- ✓ Design Criteria Canvas
- ✓ Value proposición Canvas
- ✓ Systemic approach with LEGO
- ✓ Circular Business Model
- ✓ Innovation Wall
- ✓ Partnership Canvas
- ✓ Assumptions Matrix
- ✓ ROAD MAP
- ✓ COST BENEFIT ANALYSIS
- ✓ SELF ASSESSMENT