

Sustainable Innovation Practises Toolkit



Sustainable Innovation Practises Toolkit

The Erasmus+ co-funded IMPACT* project investigated how values-based innovation cultures can support sustainable business impact. Based on comprehensive literature analysis, expert interviews and a broad ethnographic study the project identified major challenges to the translation of organizational values and sustainable innovation strategies into daily practice. The most relevant of these challenges were addressed through co-creation workshops and subsequent professional development courses implemented by the project's industrial partners. We summarized the lessons learned from these initiatives in the present practitioner card-based toolkit that supports the facilitation of four stepwise approaches to advance sustainable innovation and sustainability-oriented cultural transformation:

1. Evocative Questions for Building Common Ground on Sustainability
2. Sustainability-oriented Communication Workshop
3. Formalizing Sustainable Informal Practices Workshop
4. Sustainable Ecosystem Development Workshop

*Views and opinions expressed are however those of the authors only and do not necessarily reflect those of the European Commission.

Evocative Questions for Building Common Ground on Sustainability

Sustainable Innovation Practises Toolkit



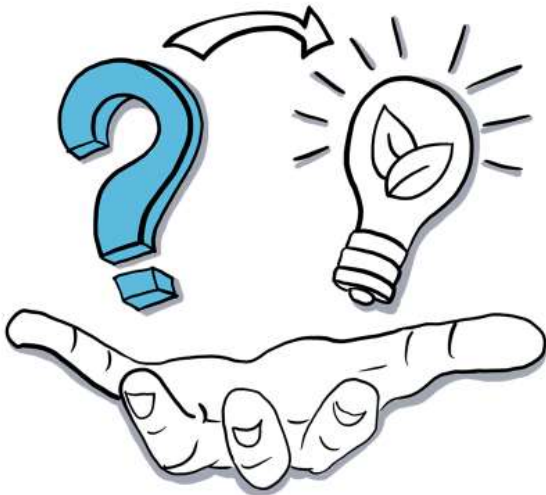
Facilitation Cards with Evocative Questions for Building Common Ground on Sustainability

Created by Piotr Benko, Malgorzata Ciesielska, Jacek Kasz, Katarzyna Matras-Postolek and Irena Sliwinska from Cracow University of Technology (Sustainable Innovation Practices Workshop with the support of UXBerlin Templates) in 2023 based on results from the IMPACT project (www.impact-project.site), edited by Kiril Ivanov and Henning Breuer, Illustrations by Milagros Villalta Begazo.



Thanks to our project partners

Evocative Questions for Building Common Ground on Sustainability



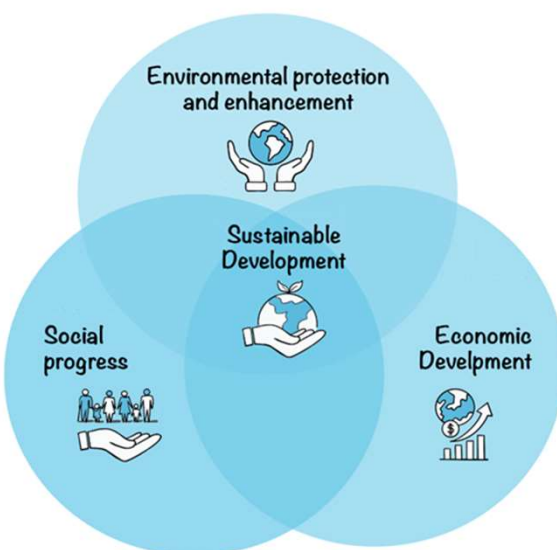
Building Common Ground on Sustainability

Substantial efforts are required to convince investors about the long-term advantages of innovative, sustainable solutions that can outweigh short-term disadvantages, such as the need for larger investments or redefining contractual agreements. End-users of everyday products also need to understand the benefits brought by new technologies and sustainable innovation. If stakeholders have different hierarchies of values, it is very difficult to convince them to choose a more sustainable option. Such values-based differences often make further cooperation impossible and necessitate establishing a shared conceptual understanding and common ground regarding sustainability. Moderated deliberations are one essential step towards building shared understanding among stakeholders. Evocative questions can serve as catalysts for these discussions, encouraging participants to delve into the deeper implications of their choices and values.

How to run a sustainable business in a challenging environment? How to improve communication and cooperation with stakeholders to achieve common goals?



Sustainable Development in Business Practice



Sustainable Development in Business Practice

“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs”*

Sustainable development is more than just caring about the environment or generating money through economic growth. It is the intersection of three pillars:

- Environment
- Economy
- Social

Think about one process in your company. Brainwrite and then discuss ideas on: “How it could be carried out in a more sustainable way, considering all three pillars of sustainable development?”.

* United Nations General Assembly, 1987



Barriers to Sustainable Innovation



Barriers to Sustainable Innovation

Sustainable innovation can be defined as: „the commercial introduction of a new (or improved) product (service), product-service system, or pure service which – based on a traceable (qualitative or quantitative) comparative analysis – leads to environmental and (or) social benefits over the prior version’s physical life-cycle.”*

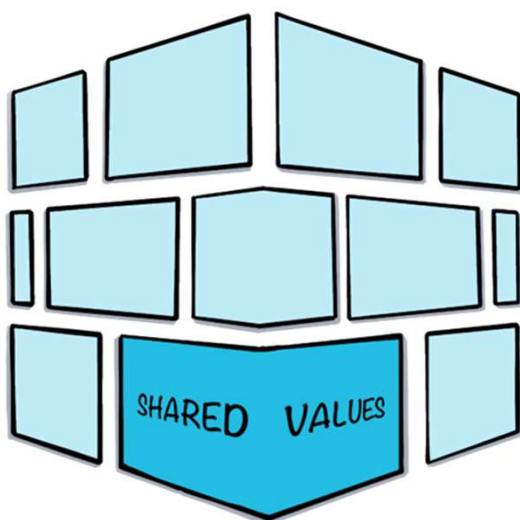
Any innovations related to sustainable development introduced in an organization are always related to changes in management, technology and pro-ecological activities. The process of introducing sustainable innovations is difficult and demanding, encountering numerous barriers - making it hard or even seemingly impossible to introduce impactful innovations!

Is your company implementing sustainable innovations? If so, what barriers did you meet? If not, what is the reason?

* Hansen, E.G., Große-Dunker, F. (2013). Sustainability-Oriented Innovation. In: Idowu, S.O., Capaldi, N., Zu, L., Gupta, A.D. (eds) Encyclopedia of Corporate Social Responsibility. Springer, Berlin.



Values as Cornerstones of Organizational Culture



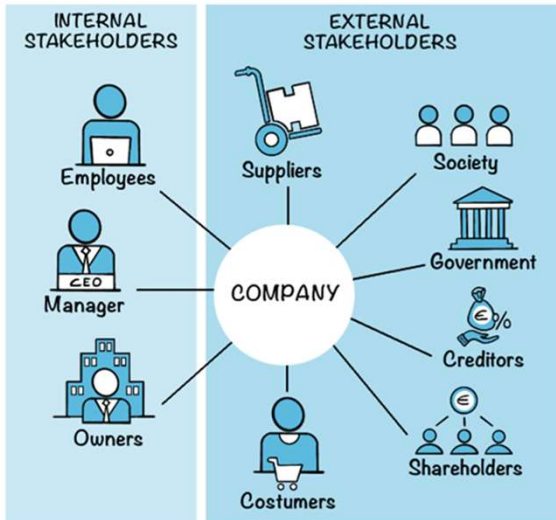
Values as Cornerstones of Organizational Culture

- **Organizational values** are a set of shared rules for desirable behaviours and attitudes that characterize the company and its employees, both in relations within the company as well as in relation to other entities cooperating with it at various levels.
- **Espoused values** are officially announced within the company and to external stakeholders; they make up the company’s image and the expected conditions for cooperation with stakeholders.
- **Enacted values** are the operative values that manifest within organizational artifacts, behaviours, processes, structures or other tangible cultural elements, potentially aligned with the expectations of the company’s leaders and strategic intent.

Brainwrite and then discuss the values in your company. Are the espoused values consistent with the enacted values? Which values influence your work the most?



Company Stakeholders



Company Stakeholders

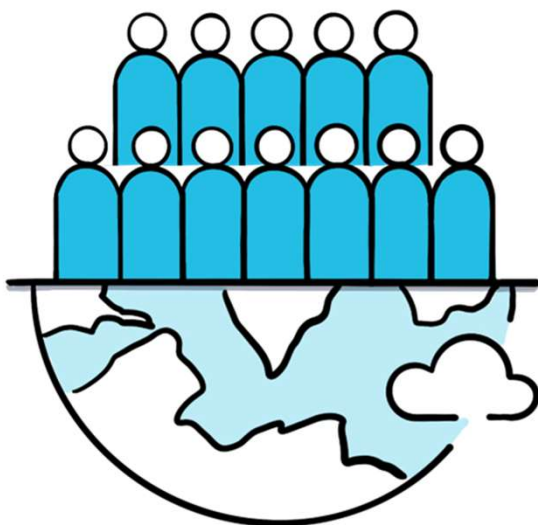
- "A stakeholder is an individual or group who can affect the achievement of an organization's objectives or who is affected by the achievement of an organization's objectives."*
- Examples of **internal stakeholders** include, the company employees, management, experts, investors, etc.
- **External stakeholders** include, competing entities, cooperating entities, suppliers, customers, society (public opinion), governments, non-governmental organizations, etc.

Who are the key stakeholders for your organization? Brainwrite and cluster them based on how much power and interest they (can) have in relation to your business.

* Freeman, R.E. & Reed, D.L. (1983). 'Stockholders and stakeholders: A new perspective on corporate governance', California Management Review, 25(3): 93-94.)



Social Participation



Social Participation

Participation of society in designing and/or making corporate decisions affects the functioning of companies. The Polish act* enumerates several critical aspects where social participation impacts businesses:

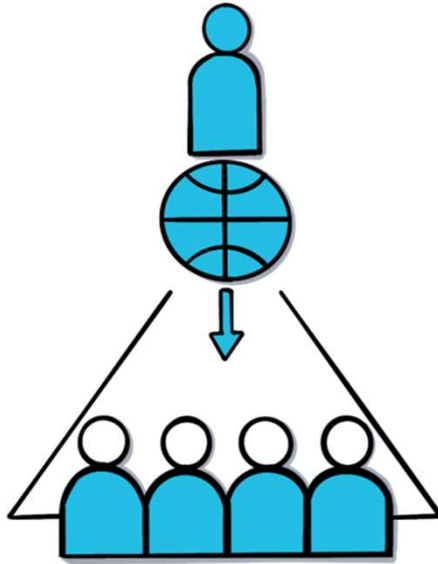
- Economic
- Healthcare
- Cultural
- Social
- Environmental

To what extent does society have the right to influence decisions made in your company? How do you communicate to society your actions and the values on which your decisions are based?

* Act of October 3, 2008 on the provision of information on the environment and its protection, public participation in environmental protection and on environmental impact assessments Art. 29-45. (Dz.U. 2008 Nr 199, poz. 1227 z późn. zm.).



Top-down Integration of The Company's Internal Values (for Managers)



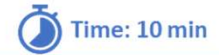
Top-down Integration of The Company's Internal Values

Research on sustainability-oriented engineering companies in Poland* identifies prominent company values passed from management to employees:

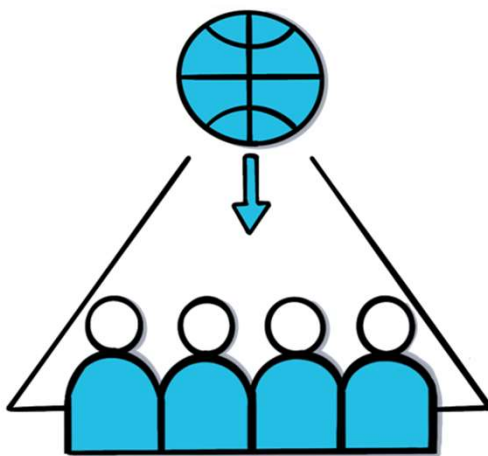
- Mutual trust
- Responsibility
- Loyalty
- Identifying with the company's goals
- The ability to admit and draw conclusions from mistakes
- Ability and willingness to work in a team
- Willingness to develop competencies and take on new challenges

Evocative questions for managers: What values would you like to communicate to your employees? What is your approach to doing it?

*Ethnographic study on drivers, practices and challenges in establishing values-based innovation cultures for sustainable business impact, conducted by P. Beńko, M. Ciesielska, J. Kasz, K. Matras-Postolek, I. Śliwińska in 2022 for the IMPACT project



Bottom-up Integration of The Company's Internal Values (for Employees)



Bottom-up Integration of The Company's Internal Values

Employees can also be involved to define a company's values. Polish engineering companies highlight several values that their employees prioritize*:

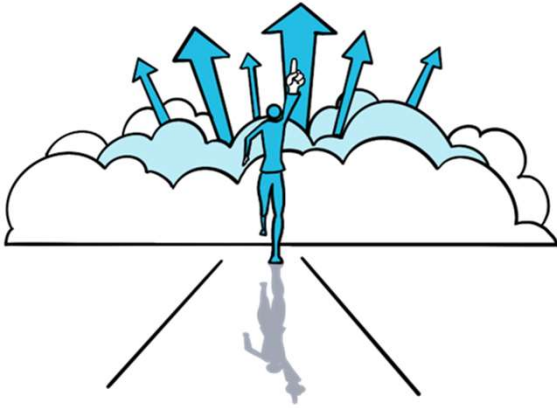
- Satisfaction with the work performed
- The feeling of participating in important projects
- Managers' understanding of employee needs
- The opportunity to shape your own career
- Participation in decision-making
- Flexibility of working conditions
- Financial stability
- Job security

Evocative questions for employees: What values are important to you? How would you communicate them to your supervisor?

*Ethnographic study on drivers, practices and challenges in establishing values-based innovation cultures for sustainable business impact, conducted by P. Beńko, M. Ciesielska, J. Kasz, K. Matras-Postolek, I. Śliwińska in 2022 for the IMPACT project



Practices for Top-down Integration (Cascading) of Values



Practices for Top-down Integration of Values

Several methods are recommended as best practices for top-down integration of values*:

- Engaging the management and supervisory boards and shareholders in cultural development.
- Ensuring consistency between business strategy, mission, vision and values statements.
- Using the company's vision as a managerial tool to show and communicate values to the employees.
- Keeping the vision statement comprehensive and succinct, describing it in no more than 7 words.
- Showing the long-term perspectives of employee and company development.
- Maintaining employee motivation and involvement at a high level.

Reflect on how practices like the ones listed above could transform your company's culture.

*Ethnographic study on drivers, practices and challenges in establishing values-based innovation cultures for sustainable business impact, conducted by P. Beřko, M. Ciesielska, J. Kasz, K. Matras-Postolek, I. Śliwińska in 2022 for the IMPACT project



Practices to Manage Discrepant Stakeholder Values



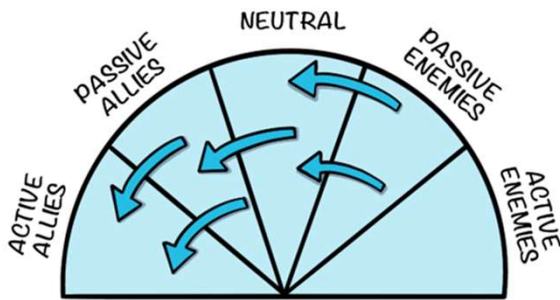
Practices to Manage Discrepant Stakeholder Values

- In the case of projects implemented in the business sector, discrepancies among various stakeholder groups are ubiquitous.
- Managing the trade-off between strict adherence to the company's espoused values and revising or reprioritizing them for the sake of implementing a new, cooperative project is a common challenge
- Several approaches can help to manage such values-based discrepancies, e.g. identifying the valid reasons for the conflict to rule out misunderstandings, weighing potential gains from the cooperation or establishing common ground based on higher-priority, overarching values that are shared by the stakeholders.

Discuss whether you have encountered such situations in your work. How does your company deal with discrepancies in such cases?



Spectrum of Stakeholders Associated with Your Impact



Spectrum of Stakeholders Associated with Your Impact

Stakeholders always play an essential role, regardless of their attitude towards the company and whether the focal company accepts their values.

- Assign your key stakeholders to the indicated groups on the spectrum*:
 - Active allies (pursuing the same goals)
 - Passive allies (agreeing but inactive)
 - Neutrals (unengaged or uninformed)
 - Passive enemies (disagreeing)
 - Active enemies (acting to stop you)
- Be specific and provide a detailed description of each stakeholder group, listing as many distinguishing characteristics as you can.

Discuss which stakeholders have the highest priority and can be most feasibly moved one notch along the spectrum. What resources are needed to reach, educate or mobilize them?

*Lahey, G. (2016). Spectrum of Allies. Available from <https://www.trainingforchange.org/tools/>

Time: 10 min

Sustainability-oriented Communication Workshop

Sustainable Innovation Practises Toolkit



Facilitation Cards for Sustainability-oriented Communication Workshop

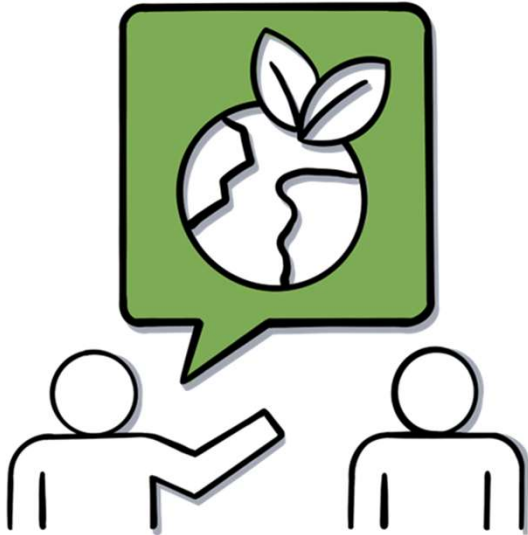
Created by Carmen Abril from Complutense University of Madrid, based on resources from the «Social impact assessment of a service-based remanufacturing business model» module, WP5 SUIT Toolkit I, UXBerlin Templates, and results from the IMPACT project (www.impact-project.site),

edited by Kiril Ivanov and Henning Breuer, illustrations by Milagros Villalta Begazo



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Sustainability-oriented Communication Workshop



Sustainability-oriented Communication Workshop

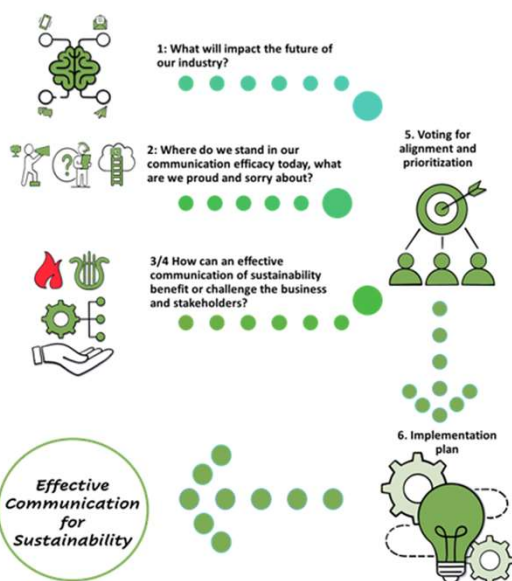
Many companies are unaware of the importance of establishing a comprehensive sustainability-oriented strategy for communicating with their stakeholders. On the other hand, some firms experiment with such strategies but still find it very difficult to effectively communicate their efforts towards sustainability.

There are many reasons for these inefficiencies to communicate about sustainability, such as insufficient resources, inadequate frame of the messages, low level of customization to the target groups, fear of greenwashing, and absence of sustainability literacy, among many others. This highlights the urgent need for organizations to translate complex sustainability initiatives into clear, compelling narratives that resonate with diverse stakeholders.

How might we design an effective strategy to communicate the sustainability efforts of firms?



Sustainability-oriented Communication Workshop



Sustainability-oriented Communication Workshop

Basic approach

To achieve the desired outcomes, make sure to:

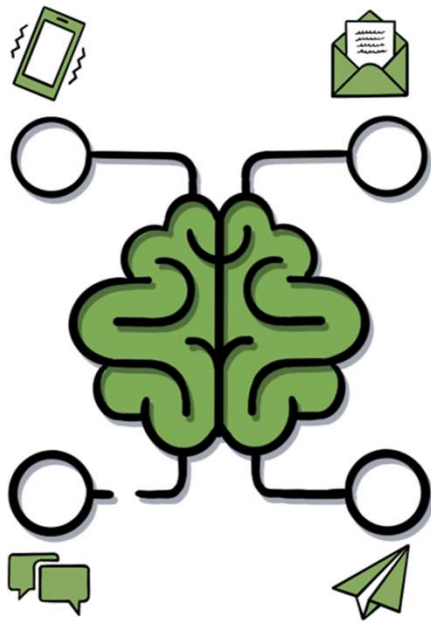
- Identify 4-8 stakeholder groups that play a key role for your organization's sustainability communication.
- Invite workshop participants from cross-functional and (if applicable) cross-cultural backgrounds.
- Put common ground and future focus at the front while treating problems and conflicts as information, not action items.

Specifically, these steps will follow :

- Map Future trends that will affect the business performance .
- Brainwrite prouds, sorries, and untapped potentials of the current communication of sustainability within the organization and in relation to key stakeholders
- Envision the risks and benefits (hell and heaven) that the communication of sustainability will have on the stakeholders of the firm.
- Brainwrite possible ideas to foster effective communication for key stakeholder groups and to tap the previously revealed sorries and potentials.
- Discuss, vote and get alignment on where to focus.
- Elaborate an implementation plan. Specify the person responsible for the action, the expected barriers, the key success factors and the resources needed for each proposed activity. Sort the initiatives by their feasibility.



Step 1: Mind Map of Trends, Problems, Solutions and Concerns



Step 1: Mind Map of Trends, Problems, Solutions and Concerns

- Participants think for 3 minutes about relevant trends and write each trend with a high-level title and a short explanation on post-its.
- The person who names the trend says where it goes on the map. The facilitator arranges the post-its on the mind map.
- At the end, participants distribute voting dots to mark the most relevant trends. This outlines the trends with highest impact on stakeholder communication.
- **Remember:**
 - All trends are valid
 - Opposing trends are OK
 - Illustrate trends with examples



Step 2: Prouds, Sorries and Untapped Potentials

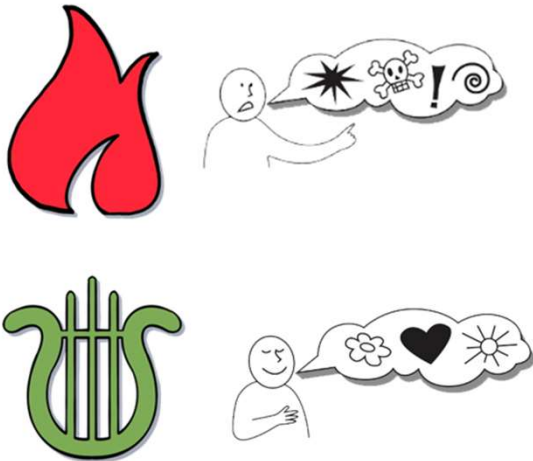


Step 2: Prouds, Sorries and Untapped Potentials

- Distribute hand-outs to the participants containing a table grid with the key stakeholders on the top row and three questions in the first column:
 1. **Prouds:** "What do we feel proud of concerning the present-day communication of sustainability with this stakeholder group?"
 2. **Sorries:** "What do we feel sorry about?"
 3. **Untapped potentials:** "What potentials remain untapped?"
- Participants take 3 minutes for each question and brainwrite their answers on post-its in relation to the key stakeholder groups.
- Afterwards, they share their notes and arrange their post-its on an equivalent table on the wall.
- This activity helps to bring awareness and alignment on what is working and what is not working in terms of the communication of sustainability to the key stakeholder. It also serves to share untapped opportunities.



Step 3: Heaven & Hell: Extreme Outcomes of Stakeholder Communication



Step 3: Heaven & Hell: Outcomes of Stakeholder Communication

- Arrange a table grid on the wall with the key stakeholders on the top row and two questions in the first column:
 1. **Hell:** "How could this relationship worsen? How could we make it worse due to the communication of our sustainability efforts?"
 2. **Heaven:** "What would improve this relationship beyond believe?"
- Participants take 3 minutes for each question and brainwrite their answers on post-its in relation to the key stakeholder groups.
- After each question, they share their input in the group and place their post-its in the table boxes.
- This activity helps to bring awareness and alignment on the impact of the communication of sustainability on key stakeholders, untapping risks and unnoticed opportunities by stakeholders.

 Time: 20 min



Step 4: Proposals of Ideas to Implement



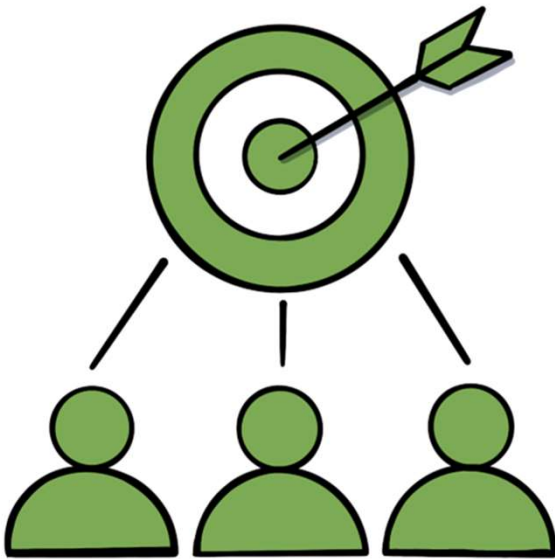
Step 4: Proposals of Ideas to Implement

- Taking the post-its generated in the previous steps as a basis and considering the benefits expected by stakeholders, participants brainwrite at least three ideas per stakeholder in order to implement a more effective communication strategy.
- Participants share their ideas on post-its explaining what objectives are behind the initiatives proposed. The facilitator groups the proposals on the wall by similarity of the topics.
- This activity helps to imagine different possible and desirable initiatives considering various stakeholder perspectives and topics.

 Time: 30 min



Step 5: Getting Alignment and Priorities for Future Action

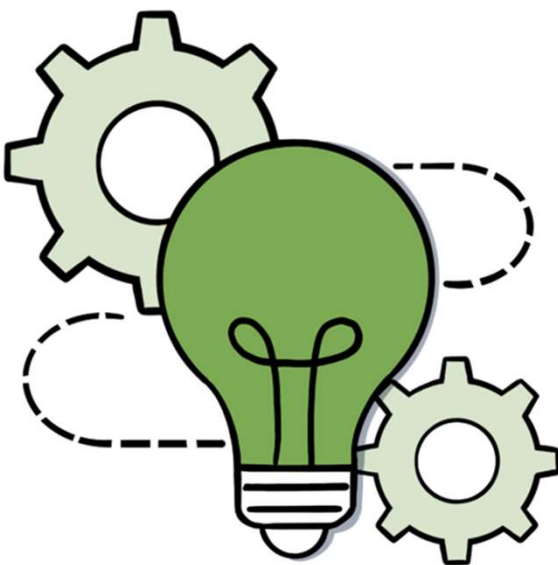


Step 5: Getting Alignment and Priorities for Future Action

- Participants have 10 votes that must be allocated (totally or partially) to the initiatives they like the most and want to proceed with in the next step.
- Activities are prioritized by the number of votes received.
- This activity helps to get alignment among the participants and get priority on what to do next.



Step 6: Delivering an Implementation Plan for Effective Communication



Step 6: Implementation Plan for Effective Communication

- In a final activity, the facilitator and the participants take a number of winning initiatives and start to design them.
- Participants should propose and get alignment through verbal discussion on what specific actions need to be done by each initiative. They describe who should be the responsible and what resources could be needed.
- The facilitator takes notes for each initiative in a grid on the wall.
- Participants discuss what could be the key barriers for the implementation of each initiative and what factors need to be considered to ensure its success.
- Lastly, the participants sort the initiatives by expected feasibility and speed of implementation.
- This initiative serves to build a tangible action plan and to put in practice the results of the workshop.



Formalizing Sustainable Informal Practices Workshop

Sustainable Innovation Practises Toolkit



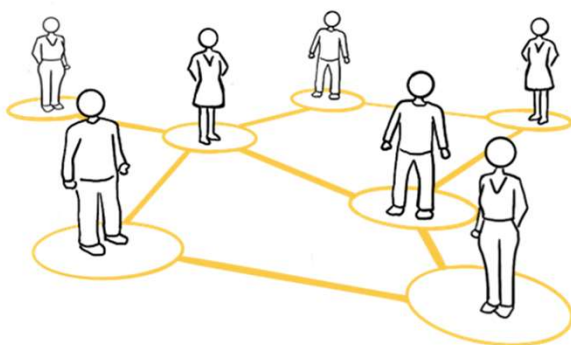
Facilitation Cards for Formalizing Sustainable Informal Practices Workshop

Created by Francesco Bellosi from Laika, Chiara Guiggiani and Alessandro Monti from FRI, Mario Rapaccinifrom Unifi (Sustainable Informal Practices Workshop with the support of UXBerlin Templates) in 2023 based on results from the IMPACT project (www.impact-project.site), edited by Kiril Ivanov and Henning Breuer, illustrations by Milagros Villalta Begazo



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Formalizing Sustainable Informal Practices Workshop



Formalizing Sustainable Informal Practices Workshop

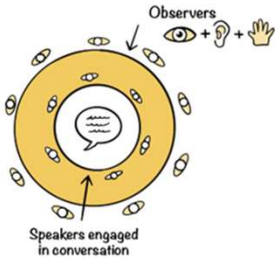
Many companies under-evaluate the chance to improve sustainable innovation and entrepreneurship. Through a journey in this topic, thanks to the Impact project, an Italian energy company acknowledged the importance of transforming existing informal practices at the bottom level of the company into formal practices that can promote sustainability within its whole ecosystem. Despite their informal nature, these initiatives are important for laying the foundation for adopting ever more advanced methods and practices.

The formalization of such informal initiatives supports the operative aspects of sustainability-oriented cultural development that directly impact the company's successful transition to sustainability. Some examples of such practices include introducing sustainability performance indicators or an inventory of approved/not approved small and medium innovation projects.

How might we advance new tools, methods and practices within established cultures/strategies?

Sustainable informal practices workshop

1. Validation Fishbowl



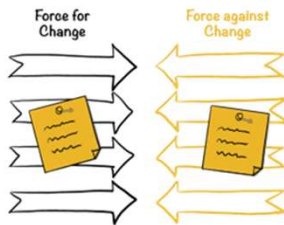
2. Identifying Shared Values



3. Value and SDG Mapping



4. Forces for or Against Change



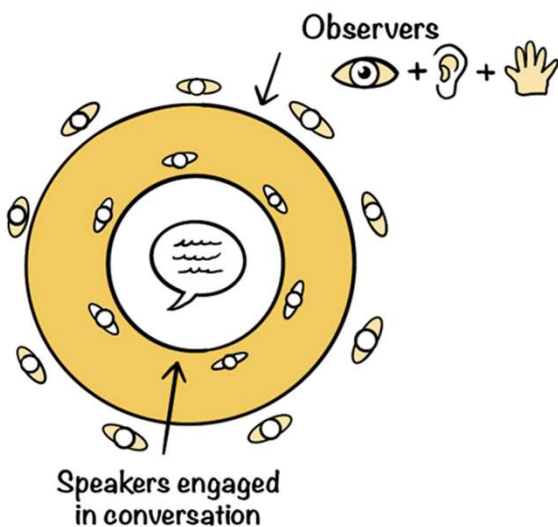
Formalizing Sustainable Informal Practices Workshop

Basic approach

The "Formalizing Sustainable Informal Practices Workshop" comprises of four iterative steps aimed at transforming informal sustainability-oriented initiatives within a company into formal practices.

1. The Validation Fishbowl focuses on listening and engagement, with participants discussing informal practices followed by a switch in roles. The goal is to understand what values and practices are currently fostering sustainability, innovation and cultural development.
2. Identifying Shared Values involves teams internally discussing and validating the values perceived during the Fishbowl. They establish agreement on shared values and identify overlaps and gaps crucial for transitioning informal practices into formal ones.
3. Value and SDG Mapping, employs a mapping exercise to explore new ideas and link them to shared values and Sustainable Development Goals (SDGs). This step allows understanding relations between ideas and SDGs and rescale or add more value to the ideas relevant to the SDGs
4. Forces for or Against Change, involves analysing the feasibility of suggested ideas. Teams discuss the forces driving or restraining cultural change and present potential risks, enabling facilitators to reason about the feasibility of adopting or formalizing existing informal practices for sustainability-oriented innovation.

Step 1: Validation Fishbowl



Step 1: Validation Fishbowl

Listening and observation prompt *learning* about and *engaging* with the topic of informal practices or other relevant aspects of sustainability-oriented cultural development.

- **Goal:** Listen about and understand values and practices associated with informal initiatives in the company.
- **How-to:** The facilitators split attendees into 2 to 4 teams. One team at a time is seated in an inner circle and discusses informal practices observed in the overall enterprise or an individual area/department. The other participants sit in an outer circle, listen and take notes on the perceived and emerging values from the speeches of the team in the inner circle. Then, the teams switch roles to start another 15-minute round.

The discussion centres on initiatives that can support innovation and sustainability within:

- Overall enterprise (for SMEs)
- Area/department (for big companies)

 2 teams (up to 4)

 Time: 45 min

Step 2: Identifying Shared Values



Step 2: Identifying Shared Values

Reflection and validation establish agreement on shared values elicited in the Fishbowl activity.

- **Goal:** Identify shared values associated with informal initiatives contributing to sustainability-oriented cultural development.
- **How-to:** Teams discuss internally and agree on the most prominent values they noted from listening to the other team during the Fishbowl activity. In 20-30 minutes, they write them down on a whiteboard. Afterwards, team 1 examines the values of their organization/ department, which were identified by team 2 and vice-versa, spending 10-15 minutes to identify overlaps and gaps.
- The facilitators follow the activities and support where necessary (e.g. to appropriately name values, establish agreement, etc.).
- Values reappearing on both whiteboards represent the shared values to consider in the next activity and the background for formalizing selected informal practices as cultural development drivers.



2 teams



Time: 45 min



Step 3: Value and SDG Mapping



Step 3: Value and SDG Mapping

Value mapping* builds on the shared values from the previous step to associate values and missed/negative outcomes with key stakeholders. Based on that, new ideas/informal practices are generated and linked to UN's 17 SDGs.

- **Goal:** Collect ideas for adopting new or formalizing existing informal sustainability-oriented practices, better understand relations between the generated ideas and the SDGs and rescale or add more value to the ideas relevant to the SDGs.
- **How-to:** Teams spend 20 minutes using a Shared Value Tool* to describe how informal practices and associated shared values benefit key stakeholders. They also define missed values and negative outcomes from not formalizing informal practices and generate additional ideas for new sustainability-oriented practices to be adopted or formalized. In the next 20 minutes, they follow a QR code to get an overview of UN's 17 SDGs and link their ideas to all relevant SDGs.

*Value Mapping Tool available from www.impact-project.site/post/value-mapping-tool-manual based on Bocken and colleagues (2013)



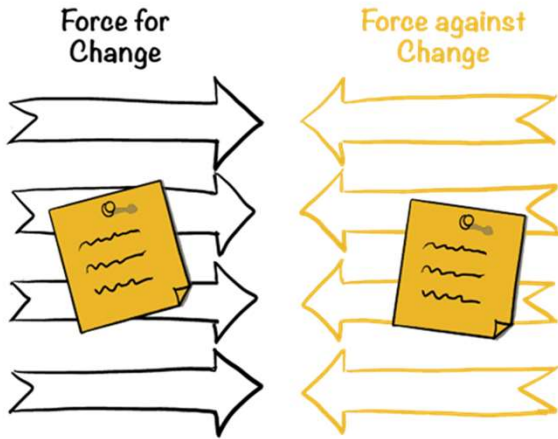
2 teams



Time: 40 min



Step 4: Forces for or Against Change



Step 4: Forces for or Against Change

A final analysis defines the feasibility of adopting or formalizing the sustainability-oriented practices collected in the Value and SDG Mapping step.

- **Goal:** Reason on a specific position (against/in favour), understand the vision behind it and defend it from scepticism and negative opinions.
- **How-to:** Participants vote to select 3-4 ideas from the previous step. Facilitators split the attendees in two new teams based on the personal attitudes that have surfaced during the workshop. While team 1 focuses on forces that can drive cultural change, team 2 focuses on those restraining it. The two teams spend 15 minutes to describe these clashing forces in an open session. Next, within 20 minutes, the teams take turns explaining the risks from not implementing one of the selected ideas and, conversely, from implementing it, focussing on the impacts and probabilities of these risks. Facilitators take 5 minutes to draw conclusions from the debate on whether the idea is feasible. If time allows, repeat this activity for the other ideas.

2 teams

Time: 40 min

Sustainable Ecosystem Development Workshop

Sustainable Innovation Practises Toolkit



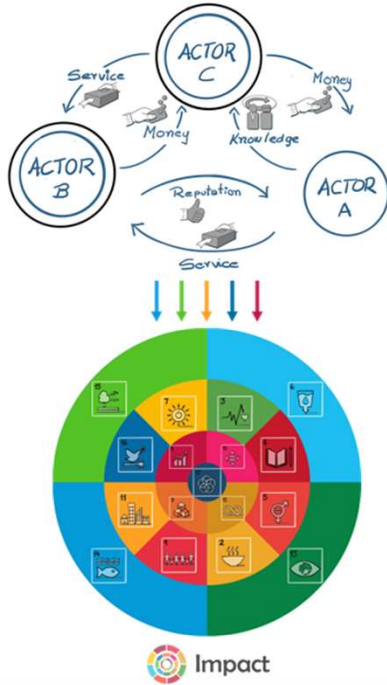
Facilitation Cards for Sustainable Ecosystem Development Workshop

Created by Henning Breuer and Kiril Ivanov from HMKW (Sustainable Ecosystem Development Workshop with the support of Ecosystem Workshop Cards & UXBerlin Templates) in 2023 based on results from the IMPACT project (www.impact-project.site), edited by Kiril Ivanov and Henning Breuer, illustrations by Milagros Villalta Begazo



Thanks to our project partners

Sustainable Ecosystem Development Workshop

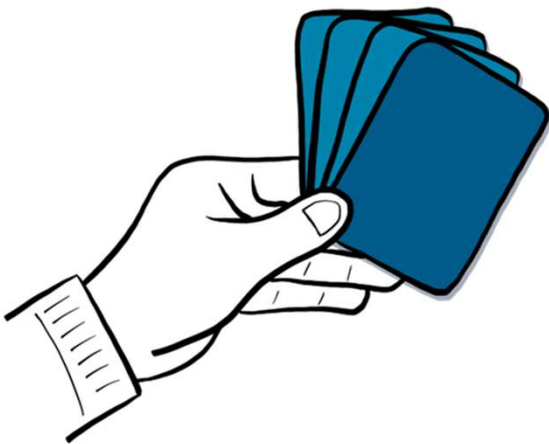


Sustainable Ecosystem Development Workshop

Many companies don't leverage their potential to enhance their business ecosystem through values-based partnerships and sustainability-oriented services. Based on shared commitments and striving for ecological, social and economic outcomes, sustainable ecosystems provide mutual benefits for interdependent actors and stakeholders. They foster cooperation and exchange of resources, knowledge, and technologies to effectively tackle grand challenges. Commitment to a mutually desirable vision and common ground of understanding are basic preconditions to foster collaboration and back-casting of immediate measures that can lead towards future sustainability-oriented ecosystems.

How might we envision new business and service opportunities for a sustainability-oriented business ecosystem?

These Cards



These Cards

These 16 cards provide workshop facilitators with a stepwise approach and materials to conduct a full-day workshop on sustainable ecosystem development with usually 4-12 participants. The cards can be used to prepare a detailed storyboard of the workflow or serve as a reminder of each step for facilitators.

Facilitators typically stem from an organization intending to grow its ecosystems or to become an ecosystem orchestrator, or they work as consultants for (potential) business partners seeking to improve their collaboration. In order to facilitate the workshop, they should be familiar with basic moderation techniques and guidelines such as brainwriting rules.

The workshop format was originally designed for in-person settings, but it can also be conducted online with a collaborative workspace. For more tools, templates and workshop slides see www.uxberlin.com/workshops.

Brainwriting Rules



Brainwriting Rules*

- Encourage your team to come up with ideas that are over-the-top or seem even far-fetched – but stay focused.
- Don't discard ideas too early: Quantity prevails above quality in the idea-collecting phase.
- Put each idea on a separate sticky note! Participants handwriting should be legible, the content compact and self-explanatory so that it's clearly comprehensible when you return to it.
- Invite team members to work alone and collect their own ideas on sticky notes. Follow up by reading out all contributions and sticking them in the idea pool.
- Build on the ideas of other team members to generate and develop further ideas.
- Each word counts equally. No hierarchy should exist among the participants during the session.

*copied from the Business Innovation Kit
(www.uxberlin.com/business-innovation-kit)

Sustainable Ecosystem Development Workshop



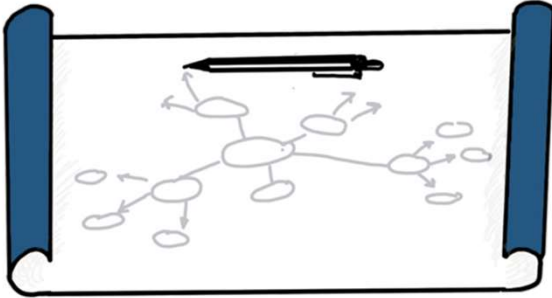
Sustainable Ecosystem Development Workshop

Basic approach

In a preparatory scoping session, review the core values of your organisation, identify key stakeholders and roles to enhance the current business ecosystem, and set a time horizon. Then envision a future, sustainability-oriented ecosystem with internal staff and (if possible) stakeholder representatives in **eight steps**:

1. Map trends concerning selected business areas (A).
2. Brainwrite prouds, sorries and untapped potentials in relation to key stakeholders (B1).
3. Envision how stakeholder relationships can lead to extreme negative and positive outcomes (B2).
4. Write headlines about your stakeholder relationships in an ideal or dystopian future (B3)
5. Use sustainability driver cards to brainwrite ideas for your firm's role within a sustainable ecosystem (C).
6. Use "Shopping Bags" to combine compatible elements (from A, B3 and C) into vision seeds.
7. Use a "Future Press Releases" to turn vision seeds into tangible components of an ecosystem vision.
8. Combine "Future Press Releases" into a single vision.

Step 1: Mind Map of Trends, Problems, Solutions and Concerns (A)



Step 1: Mind Map (A)

- Write 1 to 3 relevant business or market domains into the centre of your mind map.
- Participants think for 3 minutes about relevant trends and write each trend with a high-level title and a short explanation on post-its.
- The person who names the trend says where it goes on the map. The facilitator arranges the post-its on the mind map.
- At the end, participants distribute voting dots to mark the most relevant trends. This outlines the trends with highest impact on ecosystem development.
- **Remember:**
 - All trends are valid
 - Opposing trends are OK
 - Illustrate trends with examples

 Time: 45 min



Step 2: Prouds, Sorries and Untapped Potentials (B1)



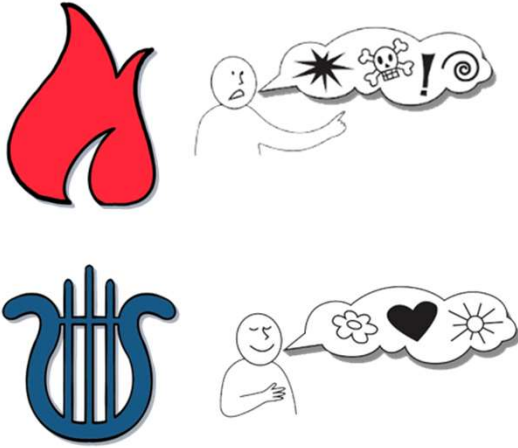
Step 2: Prouds, Sorries and Untapped Potentials (B1)

- Arrange a table grid on the wall with the key stakeholders on the top row and three questions in the first column:
 1. **Prouds:** "What do we feel proud of concerning the present-day relations with this stakeholder group?"
 2. **Untapped potentials:** "What potentials remain untapped?"
 3. **Sorries:** "What do we feel sorry about?"
- Participants take 3 minutes for each question and brainwrite their answers on post-its in relation to the key stakeholder groups.
- After each question, they share their notes and place their post-its in the table boxes.
- Participants take ownership for the current status of stakeholder relations and better understand the affective components of their values and attitudes towards key stakeholders.

 Time: 25 min



Step 3: Heaven & Hell: Extreme Outcomes of Stakeholder Relations (B2)



Step 3: Heaven & Hell: (B2)

- Arrange a table grid on the wall with the key stakeholders on the top row and two questions in the first column:
 1. **Hell:** "How could this relationship worsen? how could we make it worse?"
 2. **Heaven:** "What would improve this relationship beyond believe? How might a radical, ideal solution to any persisting problems look like?"
- Participants take 3 minutes for each question and brainwrite their answers on post-its in relation to the key stakeholder groups.
- After each question, they share their input in the group and place their post-its in the table boxes.
- This activity helps to to elicit deep concerns, fear and far-reaching hopes with respect to key stakeholder relationships.

 Time: 20 min



Step 4: Headlines from an Ideal or Dystopian Future (B3)



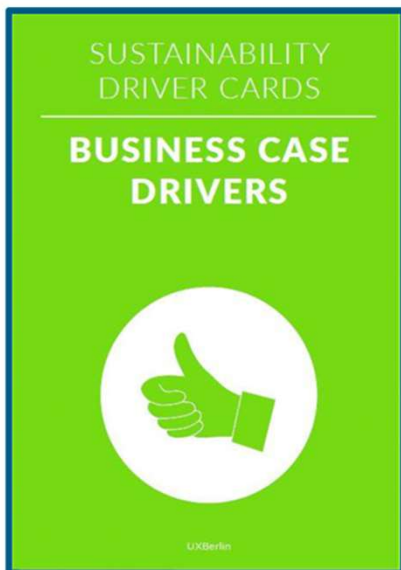
Step 4: Headlines from an Ideal or Dystopian Future (B3)

- Provide participants with mock front pages of daily newspapers or tabloids with an empty space for them to write a headline from the future.
- Each participant takes 5 minutes to select at least two from the heaven or hell items and write a future headline about it.
- This activity puts the outcomes of the previous two steps in a nutshell and helps participants to outline the main pathways for ecosystem development.
- It also helps to reflect on how stakeholder relations can impact the company's reputation in the long run.

 Time: 10 min



Step 5: Sustainability-related Business Case Drivers for Ideating Ecosystem Contributions (C)



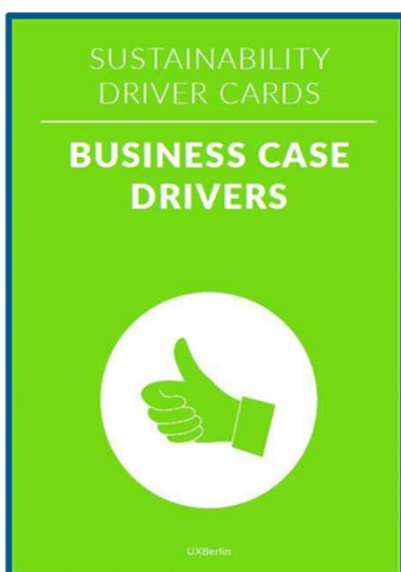
Step 5: Sustainability-related Business Case Drivers (C)

- Eight “Sustainability Driver Cards”* prompt ideas for business model development.
- Participants select and read one of the eight Sustainability Driver Cards (costs, risks, revenues, efficiency, reputation, workforce, innovation and ecosystem).
- Each specifies a how-might-we question concerning the selected sustainability driver and in relation to one of the business domains at the centre of the mind map (A).
- Then, each writes potential solutions to the how-might-we question that can improve the firm’s business model sustainability within a future ecosystem.
- Participants share their ideas at the end.
- This activity helps to define how the focal firm will contribute within a future sustainable ecosystem.

*Breuer, H. & Lüdeke-Freund, F. (2018). *Values-Based Business Model Innovation: A Toolkit*. In: Moratis, L., Melissen, F. & Idowu, S.O. (Eds.). *Sustainable Business Models*, pp. 395-416. Springer.



Step 5: Sustainability-related Business Case Drivers for Ideating Ecosystem Contributions (C)



Step 5: Sustainability-related Business Case Drivers (C)

Business case driver	Description
Costs	Reduce the costs of your own business operations, or the costs incurred for your partners, customers, and other stakeholders
Risks	Proactively anticipate, control, and reduce ecological and/or social risks. This includes financial risks associated to costs of potential proxy wars or prosecution
Revenues	Increase sales volumes and tap new revenue sources with more sustainable products and services
Efficiency	Increase your operational efficiency by harvesting ‘low hanging fruits’ and substantial improvements of your core processes
Reputation	Improve your reputation and brand value and improve the positioning of your products and services through ecological and social business practices and offerings
Workforce	Increase your attractiveness as an ecologically and socially responsible employer. Motivate employees to engage in real customer relationships
Innovation	Take sustainability-related goals and metrics as a foundation and evaluation criteria to initiate and manage innovation
Ecosystem	Contribute to, and profit from, your wider business ecosystem, for instance by exploring new forms of cooperation based on shared values

*Breuer, H. & Lüdeke-Freund, F. (2018). *Values-Based Business Model Innovation: A Toolkit*. In: Moratis, L., Melissen, F. & Idowu, S.O. (Eds.). *Sustainable Business Models*, pp. 395-416. Springer.




Step 6: Shopping Bags for Combining Compatible Elements Into Vision Seeds



Step 6: Shopping Bags

- Individual participants combine compatible elements from the A, B3 and C lists (steps 1, 4 and 5) into “Shopping Bags”.
- At least one “Shopping Bag” should be dedicated for each key stakeholder relation.
- However, participants should not create too many combinations to keep the process manageable.
- Participants share their ideas at the end.
- This activity helps to imagine different possible and desirable futures, while covering an adequate number of stakeholder perspectives and sorting out unlikely combinations of factors that can impact the development of a sustainable business ecosystem.

 Time: 30 min



Step 7: Future Press Releases for Generating Tangible Vision Components



Step 7: Future Press Releases

- Participants work in groups of 2 to describe one raw scenario as a “Future Press Release” for each of their shopping bags.
- They are provided with a template that mimics a future news article from the media or the corporate intranet and has empty fields to answer four questions:
 1. What are we doing in the future?
 2. What was a barrier that we had to overcome?
 3. How we did it?
 4. Thanks to which one of our corporate values?
- Participants share their ideas at the end.
- “Future Press Releases” help to stimulate discussion and to derive strategic measures to be taken for each raw scenario.

 Time: 30 min



Step 8: Sustainable Business Ecosystem VISION Storytelling



Step 8: Sustainable Business Ecosystem VISION Storytelling

- In a final activity, the facilitator and the participants combine all raw scenarios (future press releases) into a single vision.
- They map relations between the raw scenarios and envision the new ecosystem.
- Discuss how the key stakeholders cooperate to create potential ecological, social and economic benefits in the future ecosystem.
- Creatively reuse any previous outputs.
- Assessing multiple trends and potential ecosystem developments helps to derive desirable futures and back-cast strategic and policy measures for the present.
- As a follow-up, all scenarios need to be elaborated upon, refined and strategically interpreted to handle the complexity. Audio recording of the final discussion can aid the documentation of results.

 Time: 30 min

Example (Steps 1 To 7): Envisioning a Sustainable Business Ecosystem of an Inspection Company



Example (Steps 1 To 7): Envisioning a Sustainable Business Ecosystem of an Inspection Co.

- Challenge: "How might we leverage external interfaces to drive sustainability-oriented innovation?" in inspection and certification business and in relation to selected stakeholder groups (private and business clients, manufacturers, authorities)
- Exercise A: E.g. sustainability becomes a driver of cross selling (e.g. of consultancy services to B2B clients), certification of green mobility
- Exercise B3: E.g. inspection company manages data from manufacturers & service providers
- Exercise C: How might we create *new revenues* by monitoring environmental impact across the vehicle lifecycle? E.g. utilize new sensors and data to estimate the impact & sell info to OEMs, private customers, insurers, governments; enable green pricing for mobility providers.
- Future Press Release for 2030: Unique data provided by Inspection Company empowers manufacturers & service providers to create more durable, safe and sustainable offerings.

Follow-up



How to Follow-up

- The major result of the workshop are new options to advance your business ecosystem. You need this overview before you can take the strategic decision which options to pursue. However, the workshop participants should be able to identify: Who can take this decision, where and when? Which information would be needed to inform the decision-making process and people?
- You can start gathering this information from the participants, asking for potential challenges and barriers in each option to expand the ecosystem, and for expectable costs and benefits of the expansion in order to prepare comparative assessment.
- You can also further elaborate upon the vision: Describe a normative future scenario narratively specifying implications and anticipating experiences when the vision is reached, thereby also probing its plausibility. Once the vision is clear, you can back-cast measures that need to be taken in order to reach the desired stage.

