




University
of Exeter

[CLARASYS]

Creating Customer Experiences in a Circular Economy Toolkit



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Introduction

The Customer Experience (CX) and Circular Economy (CE) toolkit is a set of practical considerations, tools, templates and examples designed to assist businesses with engaging customers in circular product and service adoption.

This practical guide fills an important gap in existing CX/CE practice as it presents a cutting-edge view on how to leverage best practices from the CX and behavioural science methodologies to improve your circular business model (CBM) initiatives.

In particular, it will help you in:

- **Exploring circular value**
- **Designing circular products and services**
- **Delivering circular value.**

Who is it for?

This CX/CE toolkit is for any business that is committed to creating a less resource intense and wasteful world where customers are able to participate in circular practices. Whether you are at the start of your CE journey or have already launched circular initiatives, whether you have a background in Sales, Sustainability, CX or Design, this toolkit is there to help you and your teams along your circular journeys.

Research overview

This CX/CE toolkit is based on the findings of a 12-month joint piece of research led by Clarasys and Exeter's Centre for Circular Economy.

The research was developed based on our initial [gap assessment report](#) on existing CX/CE literature that revealed a gap in supporting knowledge, theory and tools and how to engage customers in circular business models. In order to make the research outputs relevant and applicable, the research engagement was shaped around a group of multi-sector large and small organisations all committed to offering circular value propositions to their customers.

Need a refresher on Circular Economy and Customer Experience?

Read our research brochure: [Engaging Customers in a Circular Economy](#)



Your feedback is really important to help us shape the toolkit's ongoing development. Please complete our short [feedback form](#) or get in touch directly.



Our circular innovation headlines

Our research showed that in order for businesses to successfully design, launch and scale circular business models more focus had to be placed on articulating the value of your CBMs to your customer, supporting customers to adopt the new circular behaviours, and enhancing your business delivery capabilities to test, learn and adapt your CBMs

Exploring circular value

Key findings

Circular business models are being built "inside out" resulting in a lack of customer focus. Where considered, the value proposition is tailored to customers that would be early and easy adopters, neglecting the broader customer base.

- CBM business cases tend to be siloed and incomplete impacting investment decisions
- Insufficient focus is being placed on understanding the value proposition behind the CBMs in the eyes of the customer
- A deeper understanding of the the drivers behind customer behaviours is required to enable customers to adopt circular products and services.

Our recommendations

Be intentional about the circular value proposition to your customer from the outset

- Articulate your circular motivations
- Explore the value of CBMs to your customers
- Define your circular innovation business scorecard
- Re-imagine your customer journey
- Define your existing and target customer profiles
- Conduct circular business model user research.

Designing circular products and services

Key findings

Many circular business models are failing because customers are not fulfilling the new roles and behaviours required of them in these systems. Organisations are narrowly focused on communicating the importance of sustainability to their customers and are not considering the other behavioural levers they can pull to drive circular product adoption.

- Circular business models require customers to take on new roles and behaviours
- Sustainability is rarely a powerful enough motivational driver to enable target circular behaviours
- Excellent customer experience can be a powerful catalyst of circular product adoption.

Our recommendations

Design for the circular behavioural change needed from your customer

- Build circular journey design framework
- Identify behaviour change pain points
- Prioritise behaviour change pain points
- Identify behaviour change interventions
- Prioritise behaviour change interventions
- Identify circular stakeholder jobs.

Delivering circular value

Key findings

Much of the innovation in circular business models is small scale and securing investment to scale can be a challenge. Innovators aren't obtaining satisfactory measurement to track success of these "value retaining models" to supply the relevant evidence for investment.

- The breadth of ambition for circular initiatives can't be oversimplified
- Getting organisational commitment is hard
- Current measurement approaches aren't effectively substantiating pilot hypotheses
- Transitioning to BAU (e.g. systems, R&Rs) is an afterthought.

Our recommendations

Evolve expectations and methods of evaluating pilot success of a circular vs a linear business model

- Define Circular Pilot Measurement Framework
- Capture risks, assumptions, limitations and dependencies
- Define Circular Pilot Evaluation & Improvement Approach
- Design Pilot
- Outline Circular Pilot Outcomes
- Prioritise and Map circular journey scope
- Generate Pilot Hypotheses.



How to navigate the toolkit

This is the navigation homepage. Click an icon below to go to the section or tool of your choice. You can return to this page at any time by clicking the Home icon which can be found in the footer on each page.



Section 1 Exploring circular value



Exercise 1.1
Articulate your circular motivations



Exercise 1.4
Explore circular journeys



Exercise 1.2
Define your circular value proposition



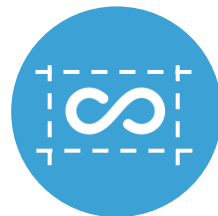
Exercise 1.5
Define circular customer personas



Exercise 1.3
Identify your circular innovation sweet spot



Exercise 1.6
Conduct circular business model customer research



Section 2 Designing circular products and services



Exercise 2.1
Circular journey design framework



Exercise 2.5
Intervention prioritisation



Exercise 2.2
Behavioural change pain point analysis



Exercise 2.6
Optimised circular journey



Exercise 2.3
Pain point prioritisation



Exercise 2.7
Circular stakeholder jobs



Exercise 2.4
Behavioural change intervention ideation



Section 3 Delivering circular value



Exercise 3.1
Outline circular pilot outcomes



Exercise 3.5
Define circular pilot measurement framework



Exercise 3.2
Prioritise and map circular journey scope



Exercise 3.6
Capture risks, assumptions, limitations and dependencies



Exercise 3.3
Generate pilot hypotheses



Exercise 3.7
Define circular pilot evaluation and improvement approach



Exercise 3.4
Design pilot

A story to bring the toolkit to life

We have included an end-to-end example throughout the toolkit in order to bring the activities, outputs and outcomes to life

Toolkit example

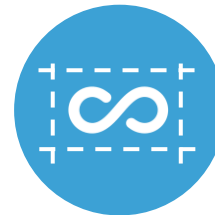
Throughout the toolkit we will be putting ourselves in the shoes of Sarah, the head of commercial propositions for an established brewing company.

She understands the importance and opportunity for organisations to take a leading role in the transition to a circular economy and wants to see whether she can work with her organisation and her retail partners to take a circular proposition to market.



Section 1 Exploring circular value

Sarah is at the start of her circular journey and wants to explore the circular opportunity and understand the value it could add to customers and to her business.



Section 2 Designing circular value

Sarah wants to optimise her customers' circular journey to maximise circular product adoption and drive circular behaviour change.



Section 3 Delivering circular value

Sarah has designed a circular business model and now wants to pilot this to test whether the solution will work in a real context to justify scaling or implementing it. She needs help in effectively scoping the CBM pilot to mirror her organisation at scale.



Exploring circular value

The aim of this section is to jumpstart your circular journey by taking a customer led approach to exploring your CE ambitions and your circular value proposition.

Our research findings

Circular business models (CBMs) have the additional complexity that beyond being attractive for customers and profitable for the business, they are defined by their positive environmental impact.

Organisations should not forget that in order to achieve their desired environmental impact, the value proposition still needs to create gains or remove pains for customers and that the customer needs to be central to their design.

Our research showed an important reason that many organisations are struggling or failing to launch successful CBMs at scale is because:

- They were built "inside out" with a strong focus on hitting sustainability targets, preparing for shifting legislation or trying to streamline operations. And while these are all good reasons to invest in circular initiatives, the lack of customer focus will impact their likelihood of success at scale
- When customers were considered, the value proposition was largely tailored to customers that would be early and easy adopters based on their sustainability values alignment rather than being designed to offer value to the broader customer base

Our recommendation

Spend time upfront understanding the needs and expectations of your B2C or B2B customers, and conducting some additional research on their perceptions of circular experience factors associated with CBMs such as ownership, hygiene/ contamination, circular skills and capabilities etc. This will ensure you establish a CE vision and Value Proposition that has the real potential to achieve impact at scale.

For more information or to speak to one of our team, please contact us at sustainability@clarasys.com



Exploring circular value



Exercise 1.1

Articulate your circular motivations



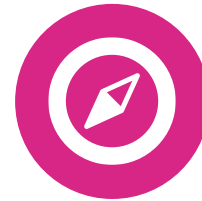
Exercise 1.2

Define your circular value proposition



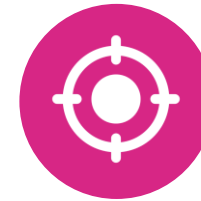
Exercise 1.3

Identify your circular innovation sweet spot



Exercise 1.4

Explore circular journeys



Exercise 1.5

Define circular customer personas



Exercise 1.6

Conduct circular business model customer research

Articulate your circular motivations

[Guidance](#) | [Template](#) | [Example](#)



Exercise 1.1

Articulate your circular motivations

Outcome: Explore the motivations behind kickstarting your circular ambitions to establish a comprehensive view of the benefits of creating circular business models.

Guidance

1. Fill in the motivation table below to capture a holistic view of your motivations

1. Focus on finding a balance across
 - a. revenue and cost opportunities
 - b. horizons 1 (existing market), 2 (emerging market) and 3 (new market)

1. Vote on your top opportunities to inform your research and design efforts (make sure you have highlighted at least one customer motivation)

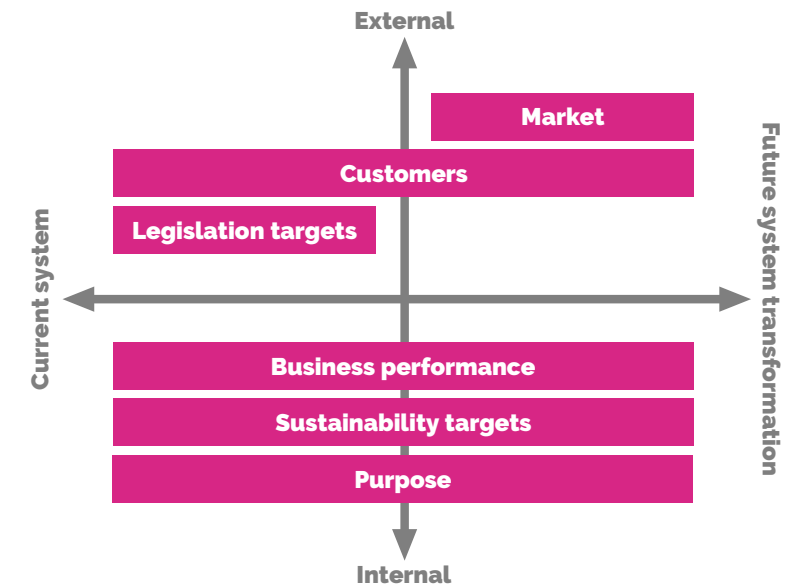
1. Capture a high-level customer centric vision of your circular value proposition in a press release format. Consider highlighting in the story how this proposition will offer value to customers, employees, your business and the planet. This will be your initial guardrails as you continue exploring circular value

Top tips

Consider both the value of engaging with circular initiatives as well as the cost of delay or cost of not engaging

Consider articulating the business case across three horizons where:

- **Horizon 1** ideas provide continuous innovation to a company's existing business model and core capabilities in the short-term.
- **Horizon 2** ideas extend a company's existing business model and core capabilities to new customers, markets, or targets.
- **Horizon 3** is the creation of new capabilities and new business to take advantage of or respond to disruptive opportunities or to counter disruption.









Articulate your circular motivations

Guidance | [Template](#) | [Example](#)

Motivation Category	Current system	Future system transformation
Purpose	<ul style="list-style-type: none"> How important is sustainability to your purpose and mission? How might CBMs allow you to bring that purpose to life and demonstrate your commitments to your customers? How important is sustainability to your people? How might CBMs create new learning and development opportunities for your people? 	
Sustainability targets	<ul style="list-style-type: none"> How might CBMs allow you to deliver on your sustainability targets? How might they allow you allow you to reduce waste or carbon emissions? 	<ul style="list-style-type: none"> What are your long term sustainability or circularity goals?
Business performance	<ul style="list-style-type: none"> How might CBMs improve your resource efficiency? How might CBMs allow you to improve inefficient processes ? 	<ul style="list-style-type: none"> How might CBMs enable you to improve the resilience of your supply chains? How might CBMs drive new sources of revenue? How might CBMs allow you to improve your bottom line?
Legislation targets	<ul style="list-style-type: none"> How might existing or upcoming legislation impact the way you serve your customers? 	
Customers	<ul style="list-style-type: none"> How important are sustainable value propositions to your existing and target customers today? How much demand for sustainable value propositions have you captured? What trends are you seeing on the importance of sustainable value propositions to your existing and target customers? How can circular business models enable you to deliver a better CX? 	<ul style="list-style-type: none"> How can circular business models enable you to deliver a better CX? Can a circular business model offer your customers price, quality or convenience advantages? How valuable would be the data you collect from returning customers? Would it allow you to offer more value through better personalized experiences?
Market	<ul style="list-style-type: none"> What kinds of CBMs are currently being implemented within your sector? Are these succeeding or failing? 	<ul style="list-style-type: none"> What are the market trends and projections that are associated with circular opportunities? Would implementing CBM allow you to consolidate and improve your market position? Would implementing CMBs help you to enter new markets? Would exploring CBMs allow you to strengthen your relationship with your business partners (e.g. suppliers)? How could your product have value in a secondary market? What products or categories in your business are ideal candidates for resale and/or service vs. ownership models?

Articulate your circular motivations

Guidance | [Template](#) | [Example](#)

Motivation Category	Current system	Future system transformation
Purpose 	<ul style="list-style-type: none"> Being environmental is central to mission of the company Important value for employees 	
Sustainability targets 	<ul style="list-style-type: none"> Net Zero 2025 target Packaging waste reduction targets 	<ul style="list-style-type: none"> Increase resilience in saturated market
Business performance 		<ul style="list-style-type: none"> Lower cost of sale Reduced manufacturing costs Increase CLV Improved revenue forecasting
Legislation targets 	<ul style="list-style-type: none"> Single use plastics legislation 	<ul style="list-style-type: none"> Deposit return schemes legislation likely to be introduced in future
Customers 	<ul style="list-style-type: none"> Captured sustainability demand from certain businesses and customers Customers saying they want to see the steps businesses are taking to improve their impact 	<ul style="list-style-type: none"> Growing base of eco conscious customers Lower price point for customers Develop closer relationship with B2C customers Personalised customer offers
Market 	<ul style="list-style-type: none"> Number of competitors exploring CBMs 	<ul style="list-style-type: none"> Refillable packaging Catering business segment opp Improved relationship with distributors

Commentary

-  Start with the circular motivation category that has the most business focus to get the ball rolling
-  Work with a multidisciplinary group of stakeholders from across the business to articulate your sustainability and business performance opportunities and circular ambitions
-  Work with your external insight and legal teams to understand the wider legislative context and market trends
-  Leverage existing customer insight from customer data and frontline teams and reach out to a few customers to ensure you can clearly articulate an initial view of the value of circular propositions in the eyes of your customers

Define your circular value proposition

Guidance | Template | Example



Exercise 1.2

Define your circular value proposition

Outcome: Explore circular business models from a customer centric perspective and articulate how circular business models can enhance your CX and add value to your customers.



Guidance

1. Customer profile

- Using existing knowledge and data, populate your customer profile(s). Make sure to highlight a spread of functional, emotional and social jobs, and their associated gains and pains
- Vote and prioritise for most important jobs, pain pains and gains

2. Value proposition instructions

- Select the circular business model(s) and 6Rs that could be most relevant to your value proposition. If you are not sure which ones are the most relevant... play around with all of them to spark some new thinking!
- Explore the gain creators and pain relievers they would generate value for your customers
- Reflect on whether these would also create certain "pains" for the customers
- Categorise creators against a Kano matrix to differentiate delighter, performers and must haves

3. Explore value proposition for the wider system (optional)

Circular Value Proposition Question Bank

Ask yourself: how might this circular product or service help your customer? For example, does it help customers:

- save money by accessing used or refurbished products?
- extend product lifespan and thus avoid the hassle of another purchase?
- access premium products and services that they otherwise could not afford to buy?
- ease their eco-guilt?
- use a product occasionally that they can't afford to own or don't have the space to own?
- look ahead of the curve by participating in something new?
- bring their values to life by accessing new opportunities to have a positive impact on the planet?

Top tips

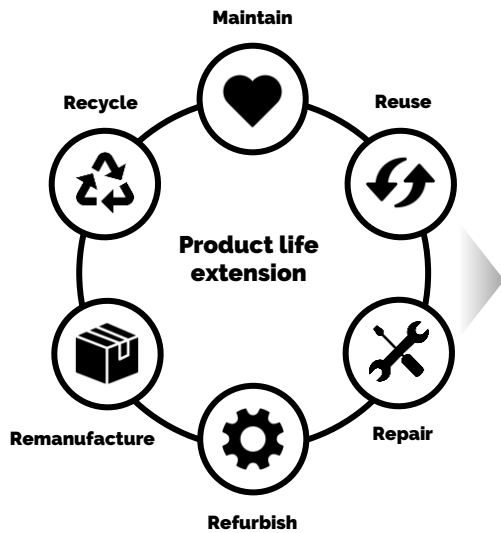
- For additional value proposition guidance check out:
 - Value proposition design¹
 - Designing circular business models canvas²
 - Find circular opportunities³
- The table below – Circular business model overview⁴ – showcases industries and business model subtypes for each CBM

	Circular supply	Resource recovery	Product life extension	Sharing	Product service system
Key characteristic	Replace traditional material inputs with renewable, bio-based, recovered ones	Produce secondary raw materials from waste	Extend product lives	Increase utilisation of existing products and assets	Provision of services rather than products. Product ownership remains with supplier
Resource efficiency driver	Close material loops	Close material loops	Slow material loops	Narrow resource flows	Narrow resource flows
Business model sub-types	Cradle to cradle	Industrial symbiosis	Classic long life	Co-ownership	Product-oriented
		Recycling	Direct reuse	Co-access	User-oriented
		Upcycling	Repair		Result-oriented
		Down-cycling	Refurbishment		
			Remanufacture		
Circularity	Main sectors currently applied in	Diverse consumer product sectors	Metals	Auto-motive	Short term lodging
			Paper and pulp	Heavy machinery	Transport
			Plastics	Electronics	Machinery
					Consumer products

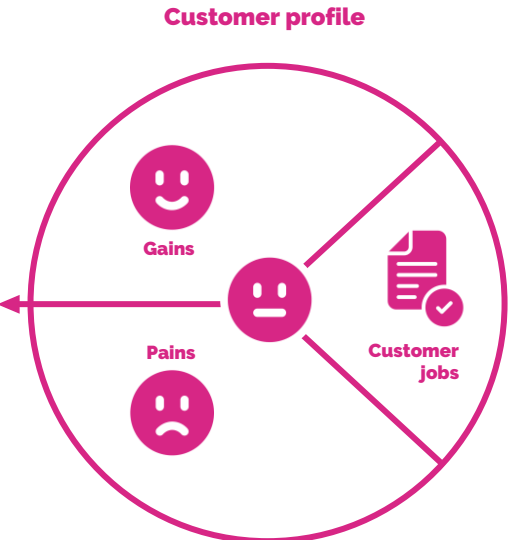
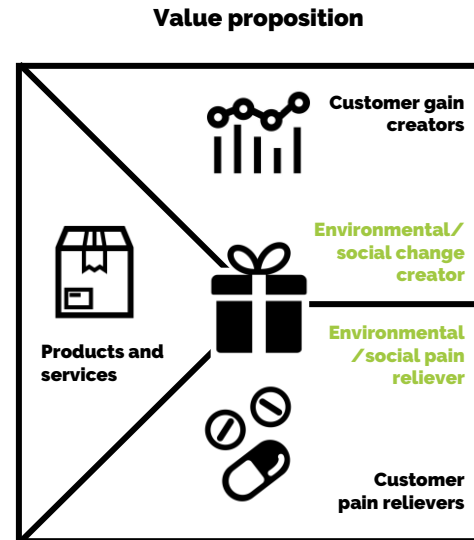


Define your circular value proposition

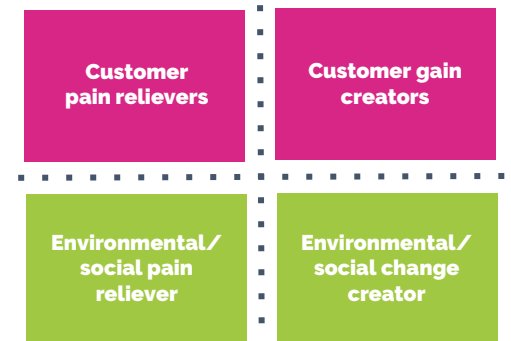
Guidance | [Template](#) | [Example](#)



- Circular supplies:** Provide renewable energy, bio-based, or fully recyclable input material to replace single-lifecycle inputs.
- Resource Recovery:** Recover useful resources and energy out of disposed products or by-products.
- Product Life Extension:** Extend the working lifecycle of products and components by repairing, upgrading, and reselling.
- Sharing platforms:** Enable increased utilisation rate of products by making possible shared use access ownership.
- Product as a Service:** Offer product access and retain ownership to internalise benefits of circular resource productivity.

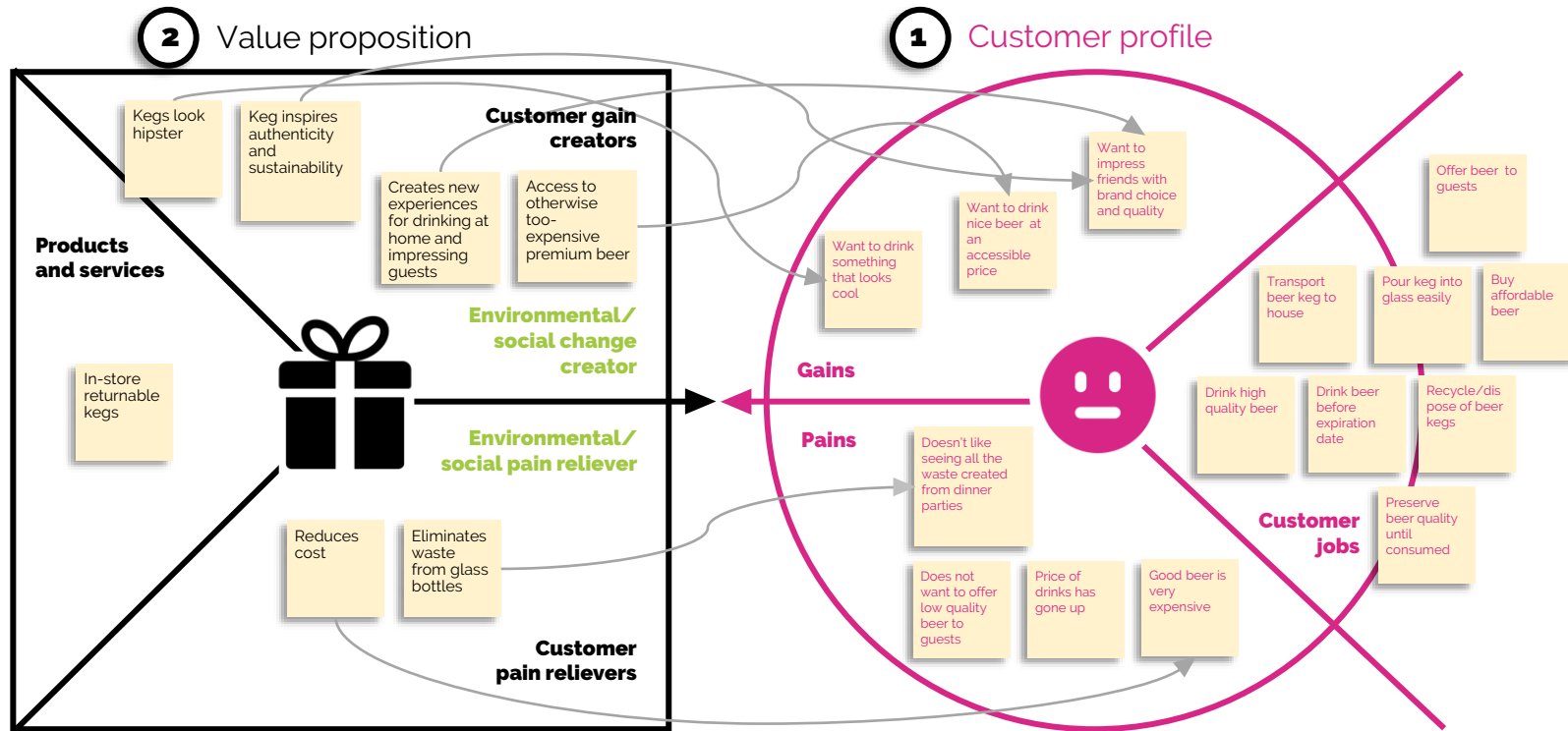


Customer profile	Value proposition description	Customer desirability assumptions



Define your circular value proposition

Guidance | Template | Example



Commentary

- 1. Identify customer jobs.** the set of tasks your customers are trying to complete. It is worth at this stage also ranking these jobs by importance to the customers.

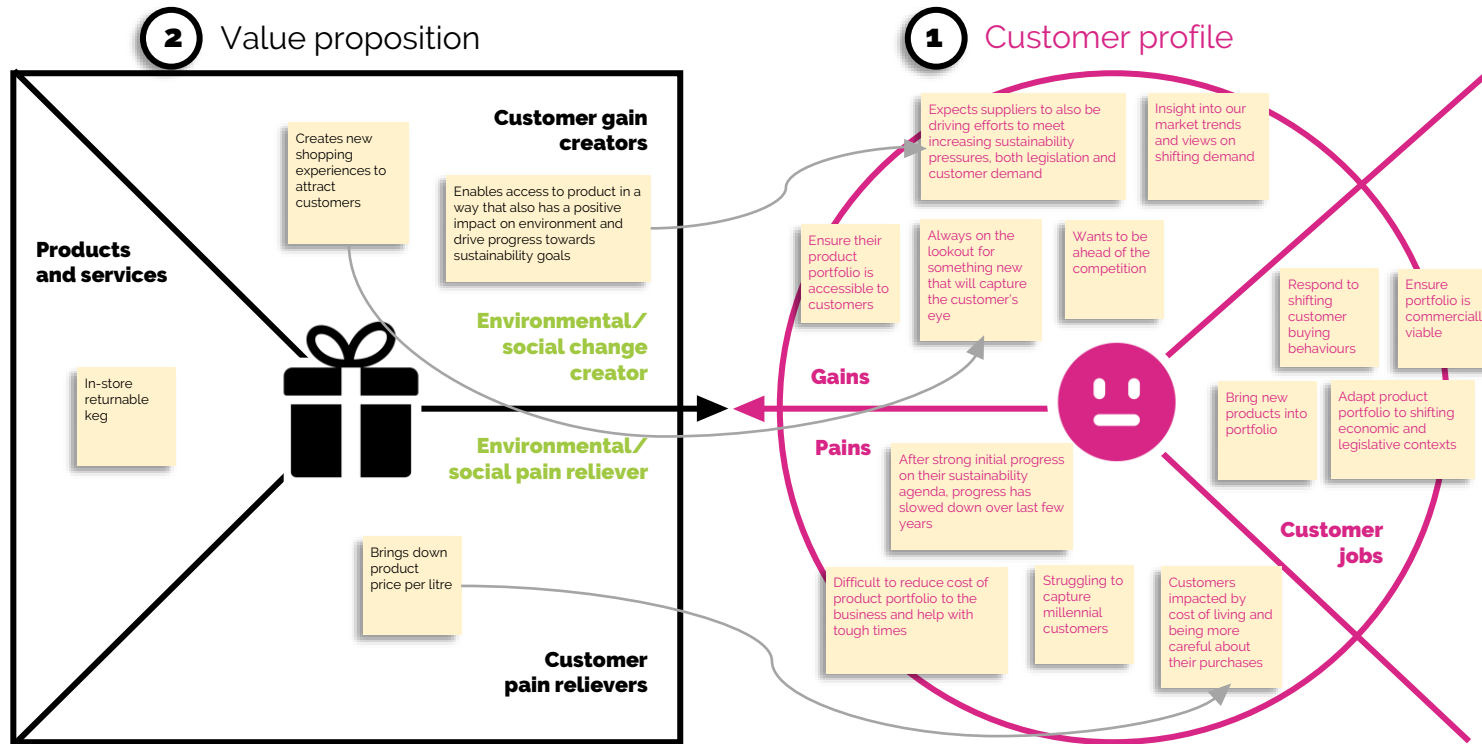
2. Identify customer pains. These can be examples of where product and service do not work or don't work well, where they have side effects, they make customers look bad or feel bad. Take the time to prioritise pains by severity to the customer

3. Identify customer gains. These should capture the outcomes and benefits your customers want to achieve whether functional, social or emotional. Take the time to prioritise them by gain relevancy from essential to nice to have.
- After looking at the circular business models determine a relevant circular product & service you can test in the value proposition canvas. Outline all the customer and environmental pain relievers and gain creators
- Capture any key value proposition desirability assumptions in your value proposition design log. This will feed into your CBM customer research in exercise 1.6

3 Customer profile	Value proposition description	Customer desirability assumptions
Pain - Doesn't like seeing all the waste created from dinner parties	Enables access to product in a way that also has a positive impact on environment	Customers are interested in having a positive environmental impact and are comfortable with owning additional circular steps and associated behaviours
Gain - Wants to drink nice beer at an accessible price	Access to otherwise too expensive premium beer	Customers have the perception the beer kegs are a premium product and have the trust and capabilities to serve the drink in order to have a nice experience

Define your circular value proposition

Guidance | Template | Example



Commentary

- 1** Start by creating a customer profile

1. Identify customer jobs. the set of tasks your customers are trying to complete. It is worth at this stage also ranking these jobs by importance to the customers.

2. Identify customer pains. These can be examples of where product and service do not work or doesn't work well, where they have side effects, they make customers look bad or feel bad. Take the time to prioritise pains by severity to the customer

3. Identify customer gains. These should capture the outcomes and benefits your customers want to achieve whether functional, social or emotional. Take the time to prioritise them by gain relevancy from essential to nice to have.
- 2** After looking at the circular business models determine a relevant circular product & service you can test in the value proposition canvas. Outline all the customer and environmental pain relievers and gain creators
- 3** Capture any key value proposition desirability assumptions in your value proposition design log. This will feed into your CBM customer research in exercise 1.6

3 Customer profile	Value proposition description	Customer desirability assumptions
Pain - Customers impacted by cost of living and being more careful about their purchases	The returnable keg brings down product price per litre	Customers want and adopt the larger container quantities
Gain - Always on the lookout for something new that will capture the customer's eye	Returnable keg stations creates new shopping experiences to attract customers	New customers will be attracted by the novel experience and new customers will have the time and appetite to try and repeat new shopping experiences in store like returnable kegs

Identify your circular innovation sweet spot[Guidance](#) | [Template](#) | [Example](#)**Exercise 1.3**

Identify your circular innovation sweet spot

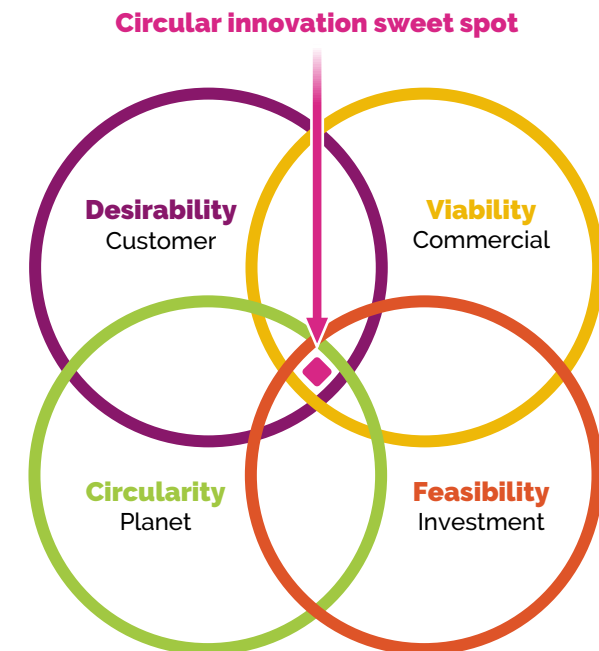
Outcome: Establish a high-level set of business case assumptions and a balanced scorecard to inform your research and design decisions as well as how you will measure success of your circular initiatives.

Guidance

1. Explore the customer, business and planetary value of your circular motivations by filling in the template on the following page
2. Leverage all of your "voices" to build the best picture possible:
 - Voice of the Customer
 - Voice of the Business
 - Voice of the Employee
 - Voice of the Planet
3. Discuss and highlight the possible tensions between the circles
4. Clearly capture all assumptions made at this stage in the table so they can be robustly tested
5. Capture a baseline where current data is available and build a data strategy and plan where more data is required

Top tips

- Spend time working with your finance team to develop the capabilities to highlight how the delivery of circular benefits in turn drives a better CX and business value
- Enhance this activity by working through the innovation sweet spot with a complete Circular Business Model Canvas



Identify your circular innovation sweet spot

Guidance | [Template](#) | [Example](#)

Desirability	Viability
<ul style="list-style-type: none"> • Are your customers waiting for this? • Is this circular solution solving a customer problem? • Is the circular solution desirable to your existing or target customers? • Does it add value to the lives of customers? Will it improve customer satisfaction or reduce customer effort? • Which circular business models add the most value to customers and why? 	<ul style="list-style-type: none"> • Would these CBMs be profitable for our organisation? • How do these CBMs contribute to our long-term growth? • Do these CBMs allow us to improve customer lifetime value? • Would we be able to sustain these CBMs? • Would we be able to scale these CBMs? • Do these CBMs enhance our reputation or brand value? • Do these CBMs improve our resilience? • How will these CBMs impact our existing value proposition? • What is our go / no-go criteria?
Circularity	Feasibility
<ul style="list-style-type: none"> • Do these CBMs enable better recirculation (how much resource, materials, and energy use comes from a prior use phase or returns)? • Will these CBMs improve Product value retention? • How might these CBMs allow us to reduce our waste or our emissions? • Can these CBMs improve our product endurance? 	<ul style="list-style-type: none"> • Are we able to implement these CBMs? • Are we in the right mode of the business to explore this? • Do we have sufficient budget to explore these CBMs? • Do we have the right business capabilities? • Do we have the right partner ecosystem? • Do we have the right skills and capacity to launch this? • What is the impact on our wider transformation portfolio?

Identify your circular innovation sweet spot

Guidance | [Template](#) | [Example](#)

Desirability	Viability
<p>Overview</p> <p>Returnable kegs offer our B2C customers the opportunity to access high quality beer at a cheaper price, with the added benefit of creating an exciting user experience. It also meets the rising customer demand for more sustainable value propositions. Returnable kegs offer our B2B customers the ability to attract customers into stores and make progress against their public sustainability targets.</p> <p>Example assumption</p> <p>B2C - Customers have the perception the beer kegs are a premium product and have the trust and capabilities to serve the drink in order to have a great tasting beer B2B - New customers will be attracted by the novel experience and new customers will have the time and appetite to try and repeat new shopping experiences in store like keg return</p> <p>List of indicators</p> <ul style="list-style-type: none"> • NPS, CSAT, CES • Time spent at return station understanding instructions • Time spent at return station accessing beer 	<p>Overview</p> <p>Returnable kegs will help us consolidate our market share by enhancing our brand reputation and attracting new customers, and while capturing some demand from our existing value propositions it will have an overall net impact on total sales and margin</p> <p>Example assumption</p> <p>We are able to offer a cheaper price point by moving to a model that increases purchased volumes per customer and overall CLV</p> <p>List of indicators</p> <ul style="list-style-type: none"> • Customer Lifetime Value (CLV) • ROI and breakeven
Circularity	Feasibility
<p>Overview</p> <p>Returnable kegs will help us progress on our sustainability targets where we aim to reduce carbon, electricity, and water consumption. Returnable kegs would also score high in endurance and resource productivity.</p> <p>Example assumption</p> <p>Kegs can be produced with a reasonable sustainable impact and will be used sufficient times to offset any higher production impact and maintenance impact.</p> <p>List of indicators</p> <ul style="list-style-type: none"> • Recirculation (number of times containers have been used) • Net impact of single use VS refill 	<p>Overview</p> <p>We have a strong relationship with B2B customers that have the relevant infrastructure and business capabilities to implement refillable kegs</p> <p>Example assumption</p> <p>We can create sufficient space in store to setup return stations and can leverage out-of-store infrastructure to do refill ourselves</p> <p>List of indicators</p> <ul style="list-style-type: none"> • Net positive impact on sales of overall product portfolio

Explore circular journeys

Guidance | Template | Example



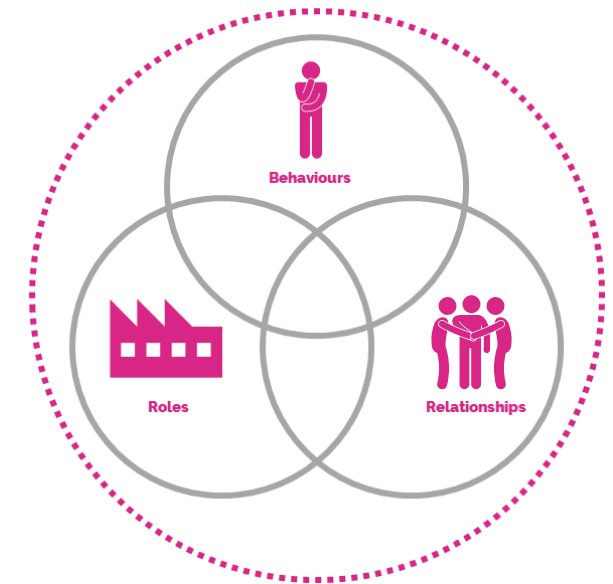
Exercise 1.4

Explore circular journeys

Outcome: Outline the shift from today's linear journeys that require customers to develop 'New Behaviours' and habits to ensure the recirculation of resources within the system, 'New Relationships' between producers, customers and products that are built on transparency, trust and emotional connection with the products they use thereby, inhabiting 'New Roles'.

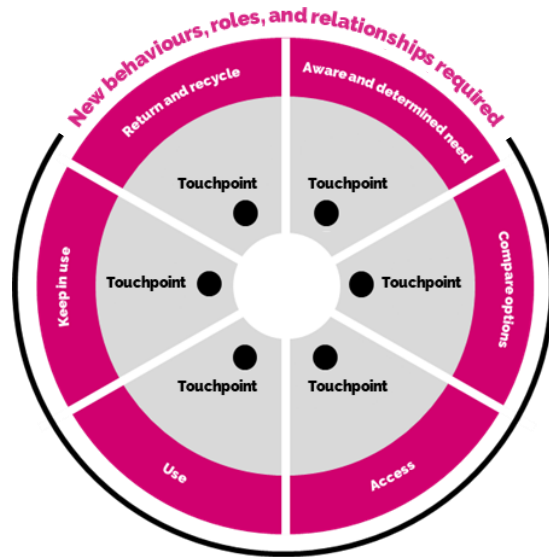
Guidance

1. **Outline a high-level circular customer journey (7-9 steps) for your selected Circular Business Model explored in the previous activity**
2. **For each step, capture whether they might require any new:**
 - **Customer behaviours**
 - What new behaviours are expected from customers?
 - How much additional effort would these new behaviours represent?
 - How familiar are customers with these new behaviours?
 - Do customers have the right skills today to perform these new behaviours?
 - **Relationships between producers, customers, and products**
 - How do these CBMs change the relationship customers have with the product?
 - How do these CBMs change the relationship that customers have with the producers?
 - **Business capabilities**
 - Do these business capabilities already exist in your business?
 - Do we have partners that could help us deliver on the new business capabilities?
3. **Highlight key questions and assumptions that need to be further investigated**



Explore circular journeys

Guidance | [Template](#) | [Example](#)



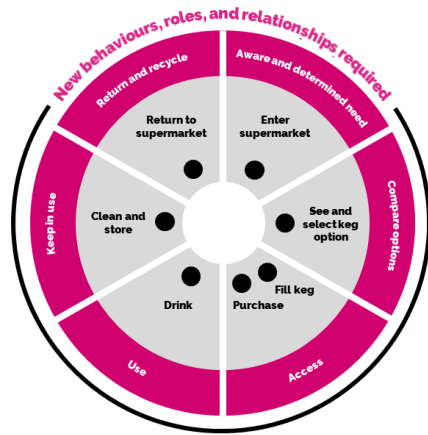
Circular customer journey ideation assumptions

Persona:
Scenario:

#	Touchpoints	New customer behaviours required?	New relationships between producers, customers, and products?	New business capabilities required?
1				
2				
3				
4				
5				
6				
7				

Explore circular journeys

Guidance | Template | Example



Circular customer journey ideation assumptions

- 1 Persona:** Ethan is a 27yo worker in a tech marketing company.
- Scenario:** Ethan is on his way home from work and hosting a mid-week dinner party. He needs to buy drinks. His flatmate will sort out the food.

#	Touchpoints	New customer behaviours required?	New relationships between producers, customers, and products?	New business capabilities required?
1	Enter supermarket			
2	See and select keg option	<ul style="list-style-type: none"> Awareness of circular offering Motivation to engage with a new circular offering Capable to understand what the circular value propositions brings to them 	<ul style="list-style-type: none"> Customer needs to become "owner" of a circular product that needs to be returned 	<ul style="list-style-type: none"> Able to articulate the value of circular offering Can work with retailers to create the relevant space to introduce circular products Establish relevant incentives to make circular product offering and behaviours attractive to customers, retailers and suppliers
3	Collect keg	<ul style="list-style-type: none"> Skills and knowledge to collect keg 		<ul style="list-style-type: none"> Would need to consider delivery services to cater for large orders or accessibility requirements for heavy products
4	Purchase	<ul style="list-style-type: none"> Understanding how pricing compares to traditional linear alternatives 		<ul style="list-style-type: none"> New pricing models and systems that enable circular product purchasing Business capability to communicate the pricing comparison in a clear and attractive way
5	Drink	<ul style="list-style-type: none"> Ability to use the keg in a seamless way 		
6	Clean and store	<ul style="list-style-type: none"> Skills and space to clean and store kegs at home after using 		
7	Return to supermarket	<ul style="list-style-type: none"> Remember to bring returnable containers on return visit Has the opportunity and capabilities to bring in returnable container 	<ul style="list-style-type: none"> Retailer and supplier are also "owners" of the value of the product and need to ensure product endurance and satisfy hygiene requirements 	<ul style="list-style-type: none"> Infrastructure requirements to host the return stations but also the maintenance of the circular products

Commentary

- 1** Decide which Persona(s) you will focus on and what customer scenario you want to explore
 - 2** Outline an indicative set of customer journey touchpoints. Aim to capture the eze journey for your scenario in 6-10 steps
 - 3** Work your way through the touchpoints and for each one capture any reflections or assumptions on whether these touchpoints will require any new...
 - customer behaviours
 - relationship between producers, customers and products
 - new business capabilities
- ... in order to be successful

Define circular customer personas

[Guidance](#) | [Template](#) | [Example](#)



Exercise 1.5

Define circular customer personas

Outcome: Build a persona that represents your most valuable B2B or B2C customer today, and one persona that represents your ideal target customer profile in the future. You will be using these personas to explore circular value, shape your user research, and to feed into your service design.

Guidance

Using existing insight and where possible user research, follow the templates below to establish your ideal customer profiles

1. Gather all the relevant customer data you have available from your CRM, customer surveys, customer analytics, etc.
2. Run a series of workshop with your customer-facing staff to bring to life your most common customers (check out This is Service Design Doing⁵ for more guidance)
3. Use external insight and market trends to bring to life your target customer profile

Top tips

- The value is in the quality of information you feed into the template so make sure to highlight where you have made assumptions VS where you have data to back up it.
- Always call out where you had insufficient customer insight and had to make assumptions as this will feed straight into your customer research scope.



Define circular customer personas

Guidance | [Template](#) | [Example](#)



Demographics	<ul style="list-style-type: none"> Who are they? Demographics (age, family status, household income, etc.) 																																																						
Goal	<ul style="list-style-type: none"> What job(s) do they want or need to get done? What is the situation they are in? What is their role in the situation? What decision(s) do they need to make? How will we know they were successful? 																																																						
Expectations	<ul style="list-style-type: none"> What is their reason for using the product or service? What are their wants and needs that this product or service needs to fulfil? What is their expectation of engaging with your brand or product line? What does success look like? How is it measured? 																																																						
Behaviours	<ul style="list-style-type: none"> What do they do today? What behaviours have we observed? What can we imagine them doing? 																																																						
Motivations	<ul style="list-style-type: none"> What are their reflective (beliefs, self identity, intentions, goals & plans) motivations? What are their automatic (emotions, wants, needs, desires, habits and drives) motivations? What relative importance do they place on: <table border="1"> <tr><td>Quality</td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Price</td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Convenience</td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Sustainability</td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Social status</td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Newness</td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Contamination</td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Trust</td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Identity</td><td></td><td></td><td></td><td></td><td></td></tr> </table>	Quality						Price						Convenience						Sustainability						Social status						Newness						Contamination						Trust						Identity					
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Opportunity	<ul style="list-style-type: none"> What time, locations, money, and resources do they have available? Which social norms, environmental, and social cues do they experience? 																																																						
Capability	<ul style="list-style-type: none"> What are their physical abilities (skills, stamina or strength)? What are their psychological (knowledge and information processing skills like attention, memory, mental models, language and communication skills) abilities? What is their Circular understanding and skills (e.g. doing small repairs, maintaining products, purchasing subscriptions, etc.)? 																																																						
Pains	<ul style="list-style-type: none"> What are their fears, doubts, and anxieties? Do they face any problems or challenges? 																																																						



Company profile	<p>What is the company profile including:</p> <ul style="list-style-type: none"> Company size Location Industry Revenue Market share Competitors
Key contact(s), role and responsibilities	<p>Consider the different key stakeholders and capture:</p> <ul style="list-style-type: none"> Their role What they are accountable for? Their levels of influence and decision making The products or services they are responsible for
Expectations	<ul style="list-style-type: none"> What is their reason for using the product or service? What are their wants and needs that this product or service needs to fulfil? What is their expectation of engaging with your brand or product line? What does success look like? How is it measured?
Relationship	<ul style="list-style-type: none"> Type and strength of the relationship Our influence / leverage on their product portfolio
Behaviours	<ul style="list-style-type: none"> What is the nature of the relationship? (e.g. any pull-push dynamic?) Is there any relevant purchasing cycle? What are key decisions factors to consider? Which stakeholders need be involved to influence. or approve a purchase?
Motivation	<p>Consider in this order the company, department and individual motivations across:</p> <ul style="list-style-type: none"> Purpose, values, and strategy Objectives Top line / bottom line pressures and targets Sustainability targets
Opportunity	<ul style="list-style-type: none"> What is the observed or forecasted customer demand? What are the relevant market trends and legislation? What is their appetite for change?
Capability	<ul style="list-style-type: none"> What is the current budget? What distribution channels are in place? What type of infrastructure is in place? What are the current business capabilities? (e.g. delivery, etc.)
Pains	<ul style="list-style-type: none"> What are their fears, doubts, and anxieties? Do they face any problems or challenges?

Define circular customer personas

Guidance | Template | Example



B2C

Ethan

Ethan is a 27yo worker in a tech marketing company

Goal	He is on his way home from work and hosting a mid-week dinner party. He needs to buy drinks. His flatmate will sort out the food. Ethan needs to decide what drinks to buy and how much he needs to buy so everyone has a good time at the dinner party. Since he is hosting, he wants to find some beverages that are nice.																																													
Expectations	Ethan hopes he can make a quick stop at his local supermarket. He knows they have a good range of beverages that typically come with bundle offers. He is confident he will be able to find a variety of desirable drinks and carry them all home in time to help his flatmate prepare the final touches on the food. He wants drinks that will taste nice and that have a cool packaging to impress his friends.																																													
Behaviours	Ethan knows where to find beverages, he is a regular buyer at this shop. He usually buys beers or wine that are on offer for himself but usually buys more expensive products when hosting or going to dinner parties.																																													
Motivations	<p>Ethan places a strong value on quality and social status</p> <table border="1"> <tr><td>Quality</td><td>High</td><td>High</td><td>High</td><td>High</td></tr> <tr><td>Price</td><td>Low</td><td>Low</td><td>Low</td><td>Low</td></tr> <tr><td>Convenience</td><td>Low</td><td>Low</td><td>Low</td><td>Low</td></tr> <tr><td>Sustainability</td><td>Low</td><td>Low</td><td>Low</td><td>Low</td></tr> <tr><td>Social status</td><td>High</td><td>High</td><td>High</td><td>High</td></tr> <tr><td>Newness</td><td>Low</td><td>Low</td><td>Low</td><td>Low</td></tr> <tr><td>Contamination</td><td>Low</td><td>Low</td><td>Low</td><td>Low</td></tr> <tr><td>Trust</td><td>High</td><td>High</td><td>High</td><td>High</td></tr> <tr><td>Identity</td><td>High</td><td>High</td><td>High</td><td>High</td></tr> </table>	Quality	High	High	High	High	Price	Low	Low	Low	Low	Convenience	Low	Low	Low	Low	Sustainability	Low	Low	Low	Low	Social status	High	High	High	High	Newness	Low	Low	Low	Low	Contamination	Low	Low	Low	Low	Trust	High	High	High	High	Identity	High	High	High	High
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Opportunity	Ethan has just enough time to buy the drinks (linear or return) and money is not a concern in this scenario. Ethan knows the shop well and even knows one of the sellers there that he regularly asks for product location.																																													
Capability	Ethan can comfortably carry home the drinks for tonight's dinner party. And while he has not tried returnable options before, he is comfortable with subscription service concepts and making quick pricing comparisons – he usually does try to find the best deals anyway!																																													
Pains	Ethan is concerned with making sure the dinner party is fun and everyone has a drink they like! He doesn't want the judgement he got last time for buying a cheap beer in a can. He is also annoyed that prices do seem to keep rising and that many beers are not even kept in the refrigerator.																																													



B2B

Retail supermarket

Company profile	<ul style="list-style-type: none"> • Supermarket • £30Bn revenue • UK
Key contact(s), role and responsibilities	<p>Head of product portfolio (Sarah). Responsible for:</p> <ul style="list-style-type: none"> • Managing product portfolio • Commercial success of product portfolio • Identifying new products that meet new customer demand • Managing relationships with suppliers
Expectations	<ul style="list-style-type: none"> • Continued access to our products that customers' love • Ensure product portfolio is accessible to their customers • Insight into our market trends and views on shifting demand • Always on the lookout for something new to attract customers • Expects suppliers to also be driving efforts to meet increasing sustainability pressures, both legislation and customer demand
Relationship	<ul style="list-style-type: none"> • Well-established relationship • Sarah is a key decision maker • Our products are key to their value proposition
Behaviours	We have a healthy pull-push relationship. There is a clear purchasing cycle with complex purchase decision factors and a number of people ultimately required to approve a purchase and operationalise products portfolios
Motivation	While sustainability is not core to their purpose, the organisation has set out some clear sustainability targets and understands it needs to evolve to meet shifting legislation. With current difficult economic times, the organisation also wants to make sure they adapt their value proposition to continue to attract customers that are struggling economically. The organisation has also seen continued growth in demand for sustainable products and they want to meet these and stay ahead of the demand curve to capture customer market share.
Opportunity	The organisation, like its customers, is also strapped for money. There is however appetite for change, customer demand and critical infrastructure in place to explore circular products.
Capability	<ul style="list-style-type: none"> • Limited budget with tough economic climate • Strong infrastructure in place including physical and online presence and established delivery services and partners • CX/CE skills with well-established customer experience and design teams and sustainability teams
Pains	<ul style="list-style-type: none"> • Struggling to capture millennial customers • Difficult to reduce cost of product portfolio to the business • After strong initial progress on their sustainability agenda, progress has slowed down over last few years

Conduct circular business model customer research[Guidance](#) | [Template](#) | [Example](#)

Exercise 1.6

Conduct circular business model customer research

Outcome: Test your circular value assumptions captured in previous exercises to validate and enhance your understanding of your customer goals, needs and behaviours when engaging with circular business models.

Guidance

Throughout the Exploring Circular Value section, you have completed a number of customer-centric exercises based on your current customer understanding and some assumptions including:

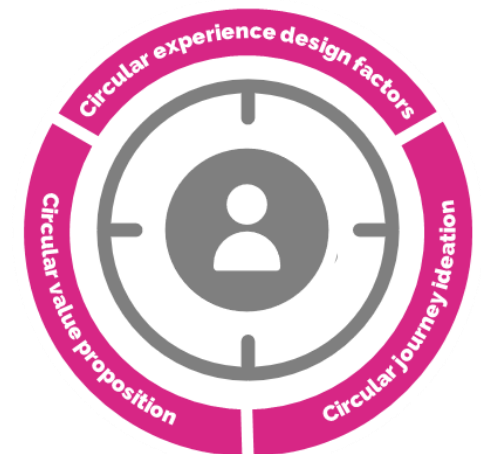
- Discovery Personas where you highlighted key Circular Experience Design Factors (e.g. convenience, hygiene, social status, etc.) that drive Customer Motivations
- A Circular Value Proposition
- A Circular Customer Journey Exploration including Customer Roles, Relationships, and Behaviours

Before you move into the Designing circular value section, let's validate or disprove those assumptions!

1. Follow on from the last activity and continue to outline your top 4-6 Customer Discovery Personas before proceeding with your customer research setup.
2. Using the table below, prepare your customer research plan and activities.
3. Run your research.
4. Consolidate findings into a research wall and update your discovery personas with your findings so they are ready to be used as part of your circular service design

Top tips

1. Customers may not be familiar with CE at all which means you might have to tweak your existing research approach and bring in elements of circular education and find ways to gamify circular business models through proof of concepts to bring them to life for your customers.
2. A regular challenge we observed when conducting customer research linked to sustainability actions is the gap between customer values and their behaviours. Challenge yourself to close this gap by conducting your Customer Research in the most relevant environment and conditions as possible (for example run your research in the supermarket with people actually on their way back from work).
3. Setting up quick reaction feedback experiments can help in better exploring customers' "automatic motivations" vs "reflective motivations" that are otherwise hard to articulate.
4. Consider setting up Wizard of OZ proof of concepts to bring the experiments as close to reality as possible.
5. Beyond the customer research, take this opportunity to reach out to employees, suppliers, and other relevant actors to validate your wider business assumptions (for example assumptions on new business capabilities required).



Conduct circular business model customer research

Guidance | [Template](#) | [Example](#)

What	Who	When	Where	How
<p>Research scope should include questions on:</p> <ul style="list-style-type: none"> • Circular experience design factors • Customer goals (JTBD), needs, motivations, behaviours, gains and pains • Circular Value proposition assumptions (gain creators and pain relievers) • Roles, behaviour and relationship assumption 	<p>To decide who to involve in your customer research, ask yourself:</p> <ul style="list-style-type: none"> • Which personas need to be included? • What is the prioritised order of personas? • Are we researching both existing and target customers? • Is geographical spread relevant? 	<p>To determine the best timing for this research, consider:</p> <ul style="list-style-type: none"> • Are there more relevant moments in current customer journey that we can leverage? • Is there the need to run research at different times in journey and lifecycle, for example: <ul style="list-style-type: none"> - After sign up / registration - After a purchase - After repair 	<p>To determine the best location for your user research, consider:</p> <ul style="list-style-type: none"> • What is the best place to run the research to reduce the mindset to behaviour gap? • Is geographical spread relevant? 	<p>To run your custom research:</p> <ul style="list-style-type: none"> • Use clearly outlined discussion guides to run your sessions and gather the information you need • Use a variety of UR methods for example surveys, focus groups, • Capture both qualitative and quantitative findings on research walls • Leverage UR tools like Sentiment analysis or text and voice analytics to get deeper data-based insights

Conduct circular business model customer research

Guidance | Template | Example

1 What	2 Who	3 When	3 Where	4 How
<p>B2C Customer</p> <p><i>Circular experience design factors hypothesis:</i></p> <p>Customers would be willing to put up with additional effort associated with using returnable keg</p> <p><i>CBM Desirability hypothesis:</i></p> <p>Customers have the perception the beer kegs are a premium product and have the trust and capabilities to serve the drink in order to have a tasty beer</p> <p>B2B Customer</p> <p><i>Role, relationship and behaviour hypothesis:</i></p> <p>Retail customers are willing to make the relevant space and add required visual in-store cues.</p>	<p>We have done limited customer research on sustainable value propositions so we would like to invest in reaching out to our top B2C and B2B customer personas</p> <p>Our priority personas for B2C customers are those that place high value on convenience or generally have not expressed any value on sustainability</p> <p>Our B2B priority personas are customers that have existing public sustainability targets.</p>	<p>We want to conduct our B2C research both in-store and in focus groups to get a balance of automatic and reflective motivations. The research should be run at different times to account for variation in shopping behaviors</p> <p>Our B2B customer research should leverage existing customer relation governance already in place. We want to explore this with both new customers and long-standing customers.</p>	<p>Our B2C research will take place both in store and in-office/remote conversations.</p> <p>We also want to select a number of stores in central urban areas where customers primarily walk to and stores that are typically accessed by car.</p> <p>B2B customer research will leverage existing customer relation governance already in place.</p>	<p>For B2C customers we will start by gathering insight through a wide survey that will include voucher incentives. We will then move to in-store conversations with B2C customers where we will engage people both on the fly as well as around a gamified PoC return station. Finally, we will playback insight in focus groups.</p> <p>For our B2B customers, we will leverage our client managers to have targeted conversations with their accounts based on clear discussion guides to gather comparable data points</p>

Commentary

- 1 Run through the list of all the customer assumption you have captured so far. Take the time to prioritise them and write them up as hypothesis. Highlight B2B VS B2C research questions
- 2 Leverage your thinking on circular motivation drivers and highlighted business case opportunities to determine priority personas
- 3 Think about the eze customer lifecycle of your B2C and B2B customers and make sure to have a chat with your customer-facing employees to determine when and where is most suitable to get relevant and unbiased data and customer insight
- 4 It is important here to strike the right balance of variety of customer research methods, quantity of data and insight you aim to gather, cost of different methods and effort associated with each method.

Designing circular products and services

The aim of this section is to design an optimised circular customer journey that will drive circular product adoption and behaviour change across customer segments

Our research findings

Circular business models require customers to take on new roles and behaviours – In the shift from linear to circular, customers are called on to act as stewards and maintainers of value, products, and materials. Many circular business models fail (either in ideation or implementation) because customers do not adopt the new roles and behaviours that these models require of them. In this sense, the key to the successful implementation of CBM's is being intentional about designing for the behaviour change needed from your customer.

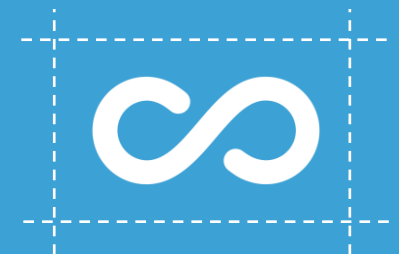
Sustainability is rarely a powerful enough motivational driver to enable target circular behaviours – Even among customers who profess to care about sustainability, there is a substantial gap between values and action. This means that organisations need to think beyond sustainability as a motivational driver and explore the different levers they can pull to drive behaviour change across diverse customer segments.

New customer experiences can be powerful catalysts of circular product adoption – Most organisations initially approach circularity as a requirement rather than an opportunity. The most commonly observed drivers for organisations moving to circularity were centred around meeting sustainability targets and driving efficiency. Interestingly, however, we found that the organisations with the most success in driving circular behaviour change had approached circularity as an opportunity to build new relationships with their customers and integrated additional tasks within desirable new experiences.

Our recommendation

Organisations need to be intentional about designing for the circular behaviour change needed from their customers

For more information or to speak to one of our team, please contact us at sustainability@clarasys.com



Designing circular products and services



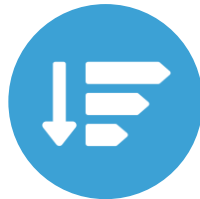
Introduction
Before starting



Exercise 2.1
Circular journey design framework



Exercise 2.2
Behavioural change pain point analysis



Exercise 2.3
Pain point prioritisation



Exercise 2.4
Behavioural change intervention ideation

Bonus tool A:
Heuristics and nudges

Bonus tool B:
Emotional durability design nine



Exercise 2.5
Intervention prioritisation



Exercise 2.6
Optimised circular journey



Exercise 2.7
Circular stakeholder jobs



Before starting
Introduction



Introduction

Before starting
(1 of 2)

There are **three key concepts** in this section that are important to understand before beginning the exercises.

Key circularity moments (KCMs)

These are the moments in a circular customer journey where the success of the circular business model depends on the customer performing a specific task or behaviour. In our circular refill example, there are two KCMs: the moment the customer decides to purchase the circular product and the moment they return it to the store. If the customer fails to perform either of these tasks then the circular business model also fails.

COM-B framework

The COM-B framework is a behavioural change model which posits that behaviour is the result of an interaction between three components:

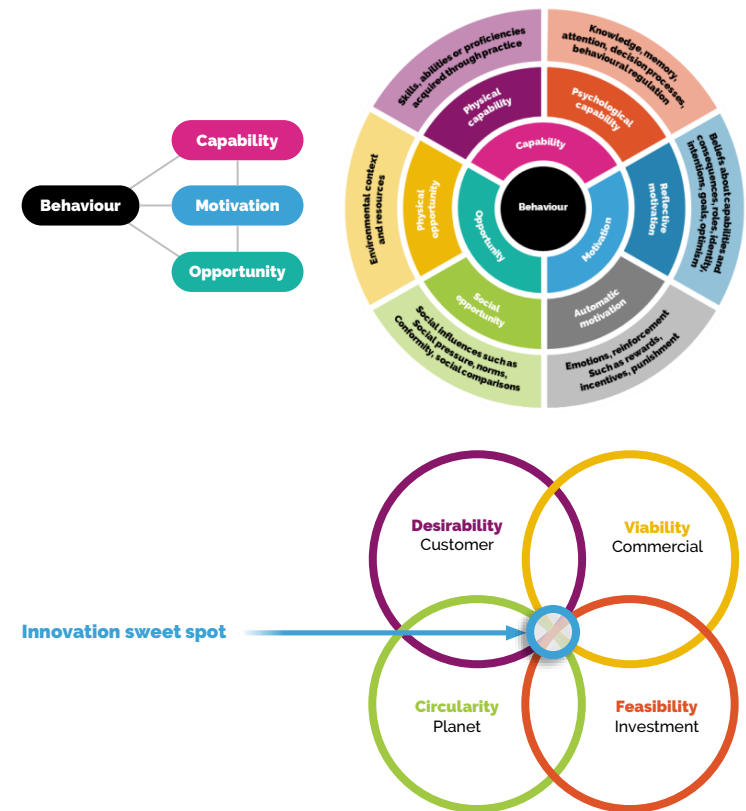
- 1. Capability:** can be physical (skills) or psychological (knowledge)
- 2. Opportunity:** can be social (societal influences) or physical (environmental resources)
- 3. Motivation:** can be automatic (emotion) or reflective (beliefs, intentions)

In the exercises in this section, we will explore how we can pull on these 3 different levers of capability, opportunity, and motivation to drive circular behaviour change.

Innovation sweet spot

The innovation sweet spot is a framework that we use in this section to prioritise ideas for interventions and changes to the customer journey. It comprises four criteria:

- 1. Desirability** (human)
- 2. Viability** (business)
- 3. Feasibility** (technology)
- 4. Circularity** (planet)



Before starting
Introduction

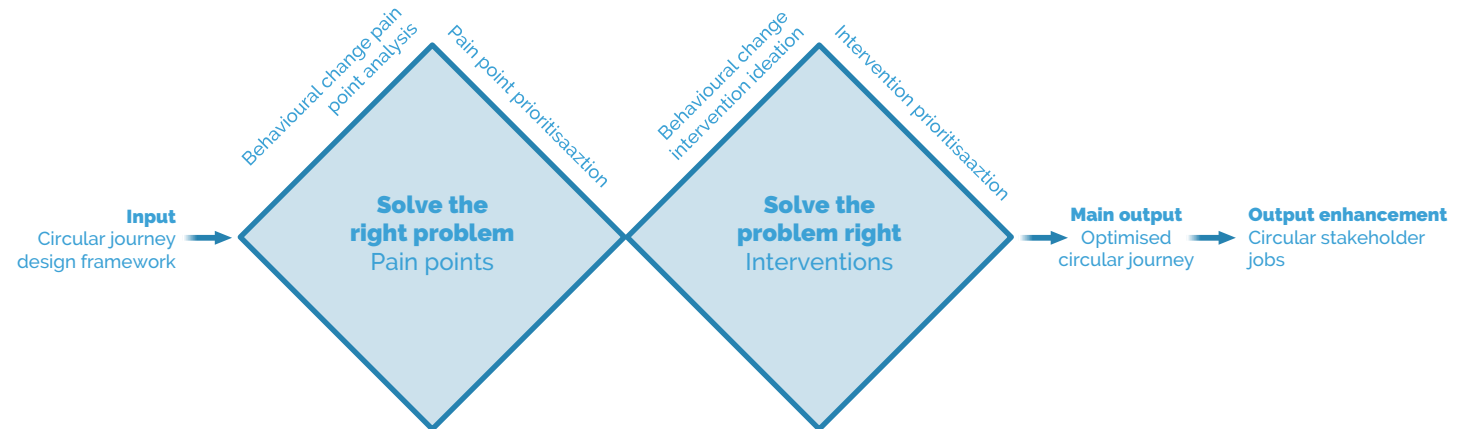


Introduction

Before starting
(2 of 2)

Section methodology

The activities in this section are structured according to the [double diamond design thinking approach](#). The first three exercises are focused on *designing the right thing* and the later exercises are focused on *designing the thing right*. This framework ensures that we are clear on the problem we are trying to solve and enables us to develop targeted and creative solutions. Through this approach, we bring a repeatable structure and rigour to circular innovation.



Circular journey design framework[Guidance](#) | [Template](#) | [Example](#)

Exercise 2.1

Circular journey design framework

Outcome: Compare experience and effort across linear and circular customer journeys and identify:

- **Key moments of circularity**
- **Key moments of delight**
- **Key moments of effort**

Context

Circular business models require customers to take on new roles and behaviours. This exercise helps us to identify the key differences between an existing linear journey and a proposed circular journey. It also enables us to identify 'key moments' of circularity where the success of the circular model depends on the customer fulfilling a specific task.

Instructions

Using the circular service design framework below:

- 1. Map your as-is linear journey** – In 7 to 12 steps highlight the key touch points in your current customer journey
- 2. Map your draft to-be circular customer journey** – using the outputs from the previous circular value proposition and circular journey design exercises, map your draft circular customer journey in 7-12 steps
- 3. Outline linear experience and effort** – based on existing customer data, draw out the current customer experience and customer effort curves for your as-is journey
- 4. Outline circular experience and effort** – based on your current circular customer research and a number of clearly outlined assumptions, draw out the current customer experience and customer effort curves for your as-is journey
- 5. Key Moments** – highlight on the map the following key moments:
 - a. Key Moments of Circularity** - the touch points in a circular customer journey where the success of the circular business model depends on the customer performing a specific task or behaviour, e.g. if the customer does not perform these, then the circle breaks
 - b. Moments of Delight** - the touch points that have the biggest potential "value", "reward", or "fulfillment" for your persona
 - c. Moment of Circular Effort** - the touch points that represent the highest increase in relative effort (based on complexity, physical, and psychological effort and familiarity) compared to the as-is journey for your persona

Top tips

Look out for moments where circular experience is low and circular effort is high. These will be good starting points when we come to identify pain points in exercise 2.2





Consider how spikes in circular effort could be mitigated by optimisation of the circular experience. This will be important when we brainstorm interventions in exercise 2.4



Circular journey design framework

Guidance | [Template](#) | [Example](#)

Key














-  Customer activity
-  Key moment of circularity
-  Key moment of delight
-  Key moment of effort

COM-B pain point:

-  Motivation
-  Opportunity
-  Capability
-  Linear as-is
-  Draft circular journey




Scenario:

Circular journey				
Phases	Acquisition	Use	Transfer	
As-is journey	Linear as-is journey 			
Draft circular journey	Draft circular journey 			
Experience data	Emotional experience 			
				
				
	Effort	High		
		Low		

Circular journey design framework

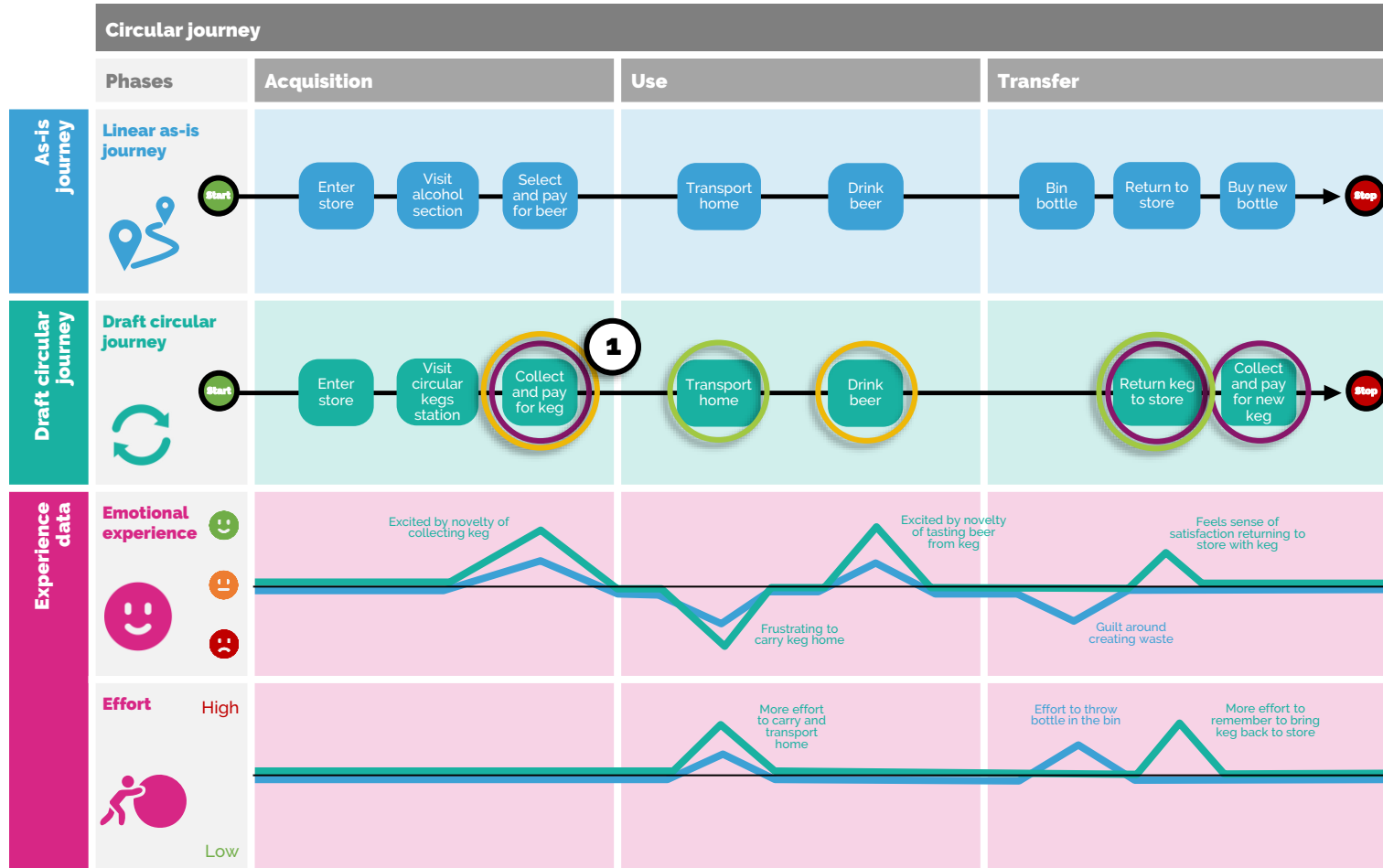
Guidance | Template | Example

Key

-  Customer activity
-  Key moment of circularity
-  Key moment of delight
-  Key moment of effort
- COM-B pain point:**
-  Motivation
-  Opportunity
-  Capability
-  Linear as-is
-  Draft circular journey



Scenario: Keg return station



Commentary

1 Note that in this journey the key moments of circularity and key moments of efforts do not always overlap. For example, "collect and pay for keg" is a key moment of circularity because the circular business model depends on the customer's decision to purchase the circular product. This is not a "key moment of effort" however because the effort required to purchase a normal beer bottle (linear product) and a keg (circular product) are very similar.

On the other hand, "transport home" is a key moment of effort because the keg (circular product) is much heavier and harder to carry than a bottle (linear product). This is not a "key moment of circularity" however, because the customer has already made the decision to purchase the (keg) circular product and they are not interacting directly with the business model. Their next key moment of circularity will be returning that keg to the store.

Behavioural change pain point analysis[Guidance](#) | [Template](#) | [Example](#)**Exercise 2.2**

Behavioural change pain point analysis

Outcome: Use the COM-B framework to identify behaviour change pain points for customers on their circular journey

Context

The COM-B framework helps us to pinpoint the obstacles an individual faces in adopting a new circular behaviour. In this exercise, we pair the lenses of COM-B and personas to provide a granular view of the pain points customers are encountering around circular behaviour change.

Guidance

1. For each persona (created in Exercise 1.5), make a separate copy of the circular journey design framework that you completed in the previous exercise (Exercise 2.1)
2. Use the COM-B framework to identify potential pain points for each persona around the different key moments of circularity

Ask yourself:

For each key moment of circularity, where might the customer encounter a pain point around their capability, opportunity, or motivation?

3. Look across the wider journey and add any further COM-B pain points you can think of

Top tips





- Keep the pain points specific to the persona. Try to imagine the journey through their eyes and write any pain points in the first person e.g. "I'm in too much of a rush to learn how this keg offering works"
- Remember to colour code the pain points depending on their COM type
- If you are struggling to know where a pain point fits in the COM-B framework, refer back to the wheel for further guidance
- Use the experience/effort curves to help you identify where potential pain points may arise in the journey. Look for moments when experience is low and effort is high. Note that these curves may also differ according to persona so don't be afraid to adjust them as appropriate



Behavioural change pain point analysis

Guidance | [Template](#) | [Example](#)

Key

-  Customer activity
-  Key moment of circularity
-  Key moment of delight
-  Key moment of effort

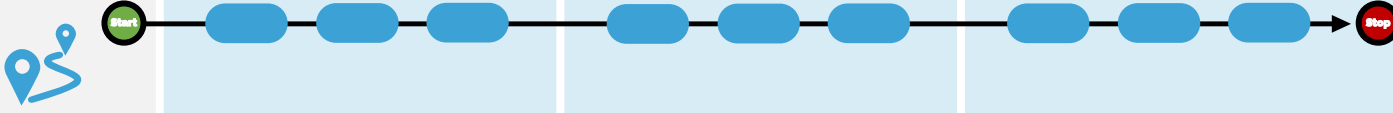
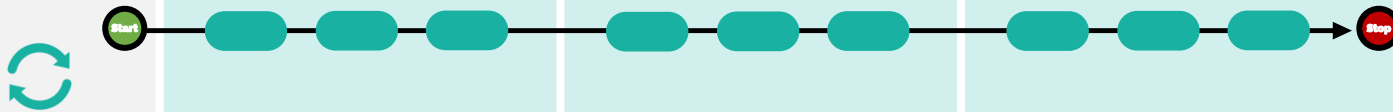



COM-B pain point:

-  Motivation
-  Opportunity
-  Capability
-  Linear as-is
-  Draft circular journey



Scenario:

Persona name:

Circular journey				
Phases	Acquisition	Use	Transfer	
As-is journey	Linear as-is journey 			
Draft circular journey	Draft circular journey 			
Experience data	Emotional experience			
				
				
	Effort	High		
	Low			

Repeat exercise for other personas

Behavioural change pain point analysis

Guidance | Template | Example

Key

- Customer activity
- Key moment of circularity
- Key moment of delight
- Key moment of effort
- COM-B pain point:
 - Motivation
 - Opportunity
 - Capability
- Linear as-is
- Draft circular journey



1

Draft circular journey

Start → Enter store → Visit circular kegs section → **Select and pay for keg** → **Transport home**

Ethan is a 30yo worker in a marketing company

Goal	Ethan is on his way home from work and wants to buy some nice drinks for a mid-week dinner party he is hosting this evening.
Expectations	Ethan wants to make a quick stop at the supermarket where he knows they have a good range of beverages available. He wants to buy nice drinks with cool branding that will impress his friends.
Behaviours	Ethan is a regular buyer that normally purchases beer or wine that is on offer for himself but pays for more expensive products when hosting friends.
Motivations	Ethan cares about sustainability, but his primary motivators are convenience, quality and social status.
Opportunity	Ethan has just enough time to buy the drinks and get home before his guests arrive. His backpack is full with work clothes and he does not have much room to carry things.
Capability	Ethan has not tried returnable options before but is comfortable with circular product return concepts.
Pains	Ethan is annoyed that prices seem to be rising. He wants to make the dinner party enjoyable. He doesn't want to be judged for buying 'cheap beer'.

Roy is a 60yo recent retiree

Goal	Roy is driving to the shops on a Monday morning. He is buying his weekly groceries but also wants to pick up some beers to drink himself at the weekend.
Expectations	Roy thinks of himself as a craft beer enthusiast and wants to buy some quality beers to taste at the weekend.
Behaviours	Roy often shops at this supermarket as they have a good range of beers available.
Motivations	Roy is happy to pay for quality and is not in too much of a hurry. He is not very interested in sustainability.
Opportunity	Roy drives to the store in his car and he knows the store well. He is not particularly rushed and occasionally speaks to the staff about what new beers they have available.
Capability	Roy has never heard of the circular economy and is often suspicious of companies screwing him over with a hidden cost or catch. Roy can't carry anything too heavy as he has a bad back.
Pains	Roy is frequently confused by new supermarket innovations (e.g. self checkout). Roy hates drinking bad quality beer.

Sarah is a 22 yo Masters student

Goal	Sarah has just finished her exams and is organising a summer barbecue in her small London house with her friends.
Expectations	She is visiting the supermarket with her housemates and wants to buy some drinks for the party at a reasonable price.
Behaviours	Sarah visits this supermarket often but normally buys wine or spirits. She doesn't know anything about beer but wants to choose something her friends will like and think is cool.
Motivations	Sarah is highly motivated by price, sustainability and social status.
Opportunity	Sarah is travelling back from university to her hometown tomorrow and will likely not visit this supermarket again for several months.
Capability	Sarah is very passionate about the circular economy and is familiar with return and refill model concepts. Sarah is already carrying a lot of other shopping so doesn't have much more room in her bag for drinks.
Pains	Sarah is worried about the cost of living crisis and is trying to keep her spending down. Sustainability is key to Sarah's identity and she wants her friends to observe her taking meaningful steps to live a greener lifestyle.

Commentary

1 Normally you would make a copy of this template for each persona and identify pain points across their whole journey.

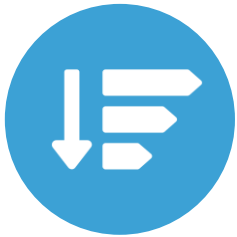
For the purposes of this example, we are just focusing on pain points surrounding the first key circularity moment and key moment of effort.

2 Some pain points may relate to multiple steps in a journey. For example, "I don't know when I would return the keg" is related to the "Return Keg" touchpoint, but it could also be a potential barrier to the customer deciding to "Collect and pay for keg" in the first place. This is why key moments of circularity are important because they help us to focus in on the moments in a customer journey where pain points have the highest impact.

University of Exeter

[CLARASYS]

35

Pain point prioritisation[Guidance](#) | [Template](#) | [Example](#)

Exercise 2.3

Pain point prioritisation

Outcome: Build a prioritised list of COM-B pain points that will have the highest impact on circular product adoption across your target personas

Context

If we want to design circular customer journeys that scale across customer segments, then we need to identify the highest priority pain points across these groups. This exercise provides us with a matrix to help us prioritise which pain points we want to design for in the following activities.

Guidance

1. Copy across all the pain points you identified in the previous exercise into the table below and sort them by the key circularity moment they are most closely associated with (don't worry about which persona they belong to)
2. Score the impact 1-5 (severity x probability) of each pain point for each persona

Ask yourself:

- How likely is this pain point to break the circle?
- How likely is it to stop the persona completing their circular journey?

3. Attribute persona weighting (if relevant)

Ask yourself:

- Does one persona make up a larger percentage of my target customer base than the others?
- Do I want to adjust the weighting so that I am designing more intentionally for that persona?



















Top tips

If you have identified pain points for other steps across the journey that are not circled as key circularity moments then group them with whatever key circularity moment you think they are most closely related to (e.g. "This is too heavy for me to carry home" would be associated with 'Fill keg')



Pain point prioritisation

Guidance | [Template](#) | [Example](#)

Key circularity moment	Pain point																																																					
	<p>Impact: How likely is this to break the circle? Score 1 (low impact) to 5 (high impact)</p> <table border="1" data-bbox="584 427 2112 802"> <thead> <tr> <th></th> <th colspan="3" data-bbox="842 427 1601 467">Personal weighting</th> <th></th> <th></th> </tr> <tr> <th></th> <th data-bbox="842 467 1093 507">x1.?</th> <th data-bbox="1093 467 1346 507">x1.?</th> <th data-bbox="1346 467 1601 507">x1.?</th> <th></th> <th></th> </tr> <tr> <th data-bbox="584 507 842 595">Pain point</th> <th data-bbox="842 507 1093 595">  Persona name 1 </th> <th data-bbox="1093 507 1346 595">  Persona name 2 </th> <th data-bbox="1346 507 1601 595">  Persona name 3 </th> <th data-bbox="1601 507 1859 595">Score</th> <th data-bbox="1859 507 2112 595">Priority</th> </tr> </thead> <tbody> <tr><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td></tr> </tbody> </table>							Personal weighting						x1.?	x1.?	x1.?			Pain point	 Persona name 1	 Persona name 2	 Persona name 3	Score	Priority																														
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Pain point prioritisation

Guidance | [Template](#) | [Example](#)

Key circularity moment	Pain point																																																																								
Fill bottle	<p>Impact: How likely is this to break the circle? Score 1 (low impact) to 5 (high impact)</p> <table border="1"> <thead> <tr> <th rowspan="3">Pain point 1</th> <th colspan="3">Personal weighting 2</th> <th rowspan="3">Score</th> <th rowspan="3">Priority</th> </tr> <tr> <th>x1.0</th> <th>x1.0</th> <th>x1.0</th> </tr> <tr> <th>Ethan</th> <th>Roy</th> <th>Sarah</th> </tr> </thead> <tbody> <tr> <td>"I don't know how to fill and pay for this"</td> <td>3</td> <td>3</td> <td>3</td> <td>9</td> <td>4th</td> </tr> <tr> <td>"I'm in too much of a rush to learn how this keg offering works"</td> <td>4</td> <td>3</td> <td>4</td> <td>11</td> <td>3rd</td> </tr> <tr> <td>"I didn't see the keg offering in the shop"</td> <td>4</td> <td>3</td> <td>4</td> <td>11</td> <td>3rd</td> </tr> <tr> <td>"I'm worried there will be a secret catch or fee"</td> <td>2</td> <td>5</td> <td>2</td> <td>9</td> <td>4th</td> </tr> <tr> <td>"I don't care that much about sustainability and would rather buy a normal bottle"</td> <td>2</td> <td>5</td> <td>2</td> <td>8</td> <td>5th</td> </tr> <tr> <td>"I'm worried the quality will be worse than what I buy in a bottle"</td> <td>4</td> <td>5</td> <td>3</td> <td>12</td> <td>2nd</td> </tr> <tr> <td>"I'm worried it will be more expensive"</td> <td>3</td> <td>3</td> <td>5</td> <td>11</td> <td>3rd</td> </tr> <tr> <td>"I don't know when I would return the keg"</td> <td>3</td> <td>3</td> <td>3</td> <td>9</td> <td>4th</td> </tr> <tr> <td>"I'm worried my friends will see this as gimmicky and greenwashing"</td> <td>3</td> <td>1</td> <td>4</td> <td>8</td> <td>5th</td> </tr> <tr> <td>"This is too heavy to carry home"</td> <td>5</td> <td>4</td> <td>4</td> <td>13</td> <td>1st</td> </tr> </tbody> </table>	Pain point 1	Personal weighting 2			Score	Priority	x1.0	x1.0	x1.0	Ethan	Roy	Sarah	"I don't know how to fill and pay for this"	3	3	3	9	4th	"I'm in too much of a rush to learn how this keg offering works"	4	3	4	11	3rd	"I didn't see the keg offering in the shop"	4	3	4	11	3rd	"I'm worried there will be a secret catch or fee"	2	5	2	9	4th	"I don't care that much about sustainability and would rather buy a normal bottle"	2	5	2	8	5th	"I'm worried the quality will be worse than what I buy in a bottle"	4	5	3	12	2nd	"I'm worried it will be more expensive"	3	3	5	11	3rd	"I don't know when I would return the keg"	3	3	3	9	4th	"I'm worried my friends will see this as gimmicky and greenwashing"	3	1	4	8	5th	"This is too heavy to carry home"	5	4	4	13	1st
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Commentary

- 1** Note that while pain points were identified through the lens of individual personas in the previous exercise, here we are assessing the impact of each pain point across multiple personas so we can prioritise which ones we want to solve for
- 2** To keep things simple here we have assigned all three personas the same weighting. If you want, you can adjust these weightings so they better reflect the breakdown of your target customer base

Behavioural change intervention ideation[Guidance](#) | [Template](#) | [Example](#)

Exercise 2.4

Behavioural change intervention ideation

Outcome: Create a backlog of COM-B interventions that will address priority pain points and optimise the circular journey

Context

This exercise helps us to ideate solutions for COM-B pain points with the support of a table that matches the pain point type to specific categories of interventions.

Guidance

For each priority pain point:

- Make a copy of the template below
- With reference to the COM-B type of the pain point, use the table below to identify which intervention types would be most effective in addressing it
- Brainstorm different ideas for each intervention category
- **BONUS:** Use Exercise 2.5 Heuristics and nudges and Exercise 2.6 Emotional durability design nine to gather further ideas

Top tips

- This is the fun part! Don't be afraid to throw some wacky or disruptive ideas out there. We will prioritise later, the focus of this exercise is on ideation and innovation
- If you are struggling to get the ideation started, try a crazy 8's exercise where you set the timer for 8 minutes and challenge each team member to write 8 intervention ideas in the table before the clock runs out



Behavioural change intervention ideation

Guidance | [Template](#) | [Example](#)

Pain point:

Which intervention type does the pain point lend itself to?

Intervention types									
COM-B	Education	Persuasion	Incentivisation	Coercion	Training	Restriction	Environmental restructuring	Modelling	Enablement
Physical capability									
Psychological capability									
Physical opportunity									
Social opportunity									
Automatic motivation									
Reflective motivation									

Repeat for other pain points

Behavioural change intervention ideation

Guidance | Template | Example

Pain point 1: "This is too heavy to carry home" 1

Which intervention type does the pain point lead itself to?

Intervention types									
COM-B	Education	Persuasion	Incentivisation	Coercion	Training	Restriction	Environmental restructuring	Modelling	Enablement
Physical capability									<ul style="list-style-type: none"> • Delivery service • Different size kegs • Easy carry strap • Click and collect
Psychological capability									
Physical opportunity									
Social opportunity									
Automatic motivation									
Reflective motivation									

Commentary

1 Both pain points we are ideating for in this example are classified as "capability" but one is "physical" and the other is "psychological". Note how this difference has implications for the recommended intervention types.

2 This table is intended as a guide not a rule so don't worry if some of your intervention ideas fit into categories that are not recommended. If this does happen, however, ask yourself: have I classified this pain point correctly? Could I be more specific or break it down differently so that my interventions are more targeted?

Pain point 2: "I'm worried the quality will be worse than what I buy in a bottle"

Which intervention type does the pain point lead itself to?

Intervention types									
COM-B	Education	Persuasion	Incentivisation	Coercion	Training	Restriction	Environmental restructuring	Modelling	Enablement
Physical capability									
Psychological capability	<ul style="list-style-type: none"> • Dedicated area/stand with education • Someone in the shop to explain • Campaign • Packaging • Video on website • Video in store 	<ul style="list-style-type: none"> • Testimonials • Quality certification • Beer expert in store to explain • Taste test • Limited edition beer for refill only • Different beers on refill each month 	<ul style="list-style-type: none"> • Taste guarantee - bring it back if you don't like it • App where people can review the beer 						
Physical opportunity									
Social opportunity									
Automatic motivation									
Reflective motivation									

Bonus tool A: Heuristics and nudges[Guidance](#) | [Template](#) | [Example](#)

Bonus tool: Heuristics and nudges

Outcome: Identify specific heuristics and nudges that will help address customer pain points

Context

Heuristics and nudges are small-scale behavioural interventions that can help overcome barriers and activate triggers for target behaviours. This exercise helps you to consider how you can use nudge theory to overcome pain points and drive circular behaviours.

Guidance

1. Read the list of heuristics and nudges below
2. For each prioritised pain point you identified in exercise 2.3 use the list of heuristics and nudges to brainstorm potential interventions

Ask yourself:

How could I use these heuristics and nudges to help drive the circular behaviour I need my customers to perform?

3. Refer back to exercise 2.4 and include your new intervention ideas to the intervention type table

Top tips

- If you get stuck, try to think through the eyes of your personas. What small nudges might mitigate their pain point and incentivise them to adopt the circular behaviour required?
- Make sure to keep the nudges specific to the pain point you are addressing



Bonus tool A: Heuristics and nudges

Guidance | [Template](#) | [Example](#)

Pain point:



Anchoring and adjustment – People use a known reference point to determine an unknown outcome

Nudge: Carefully choose the first piece of information you give to people

Example: Tip options starting from 15%



Defaulting – People generally take the path of least resistance and rarely move away from the default option

Nudge: Consider if people do nothing, what happens?

Example: Canteens making the default side salad to promote healthy eating



Optimism – People don't believe bad things will happen to them and also think things will be quicker, easier, and cheaper than in reality

Nudge: Ask people to consider the likelihood of something happening to someone else as a base rate

Example: Using a project premortem to identify key risks



Availability – People will engage more with items that are visible and easy to access

Nudge: Make the desired behaviour easy for people to see

Example: Supermarkets putting items they want to sell at the front of the store



Temptation – People will give in to short-term gains in spite of potential short-term risks

Nudge: Make the desired behaviour easy for people to see

Example: Supermarkets putting items they want to sell at the front of the store



Feedback – People are more likely to change behaviour if they can see the impact of their actions in real time

Nudge: Give people visual feedback in the moment

Example: Smart meters for energy consumption



Mindfulness – People rarely pay attention to what is happening around them

Nudge: Disrupt the norm to grab people's attention

Example: Charities asking for an unusual amount of money to be donated (e.g. £17)



Conforming/spotlight – People tend to stick with the crowd and are often uncomfortable being 'the odd one out'

Nudge: Share when other people are doing the desired behaviour and outline the associated social norms

Example: Energy companies sharing the energy usage of neighbours in a local area



Priming – People will be influenced by previous information or experiences they have engaged with

Nudge: Lead people to the behaviour you want to achieve over time

Example: Supermarkets pushing the smell of freshly baked bread to increase bread sales



Loss aversion – People are more concerned about losing something they already have rather than gaining something new

Nudge: Outline what people stand to lose

Example: Free subscriptions



Representativeness – People make assumptions based on their own world view and experiences (stereotypes)

Nudge: Give feedback based on known assumptions and stereotypes - draw attention to the bias


Example: Adverts leading consumers to a conclusion, and then giving a different response

Repeat for other pain points


Bonus tool A: Heuristics and nudges

Guidance | [Template](#) | [Example](#)


Pain point: "I'm worried the quality will be worse than what I buy in a bottle"



Anchoring and adjustment – People use a known reference point to determine an unknown outcome
Nudge: Carefully choose the first piece of information you give to people
Example: Tip options starting from 15%




Defaulting – People generally take the path of least resistance and rarely move away from the default option
Nudge: Consider if people do nothing, what happens?
Example: Canteens making the default side salad to promote healthy eating



Optimism – People don't believe bad things will happen to them and also think things will be quicker, easier, and cheaper than in reality
Nudge: Ask people to consider the likelihood of something happening to someone else as a base rate
Example: Using a project premortem to identify key risks




Availability – People will engage more with items that are visible and easy to access
Nudge: Make the desired behaviour easy for people to see
Example: Supermarkets putting items they want to sell at the front of the store




Temptation – People will give in to short-term gains in spite of potential short-term risks
Nudge: Make the desired behaviour easy for people to see
Example: Supermarkets putting items they want to sell at the front of the store

Limited edition beer offering



Feedback – People are more likely to change behaviour if they can see the impact of their actions in real time
Nudge: Give people visual feedback in the moment
Example: Smart meters for energy consumption




Mindfulness – People rarely pay attention to what is happening around them
Nudge: Disrupt the norm to grab people's attention
Example: Charities asking for an unusual amount of money to be donated (e.g. £17)



Conforming/spotlight – People tend to stick with the crowd and are often uncomfortable being 'the odd one out'
Nudge: Share when other people are doing the desired behaviour and outline the associated social norms
Example: Energy companies sharing the energy usage of neighbours in a local area


Highlight feedback from other customers e.g. blind taste test results



Priming – People will be influenced by previous information or experiences they have engaged with
Nudge: Lead people to the behaviour you want to achieve over time
Example: Supermarkets pushing the smell of freshly baked bread to increase bread sales


Advertising campaign highlighting quality of beer in kegs

Circular beer app where people can share reviews of different beers they have tasted through the keg offering



Loss aversion – People are more concerned about losing something they already have rather than gaining something new
Nudge: Outline what people stand to lose
Example: Free subscriptions

Taste guarantee



Representativeness – People make assumptions based on their own world view and experiences (stereotypes)
Nudge: Give feedback based on known assumptions and stereotypes - draw attention to the bias
Example: Advertises leading consumers to a conclusion, and then giving a different response

Commentary

Note that not all nudge categories listed here are relevant to the specific pain point we are solving for,

When the pain point changes, so too will the relevant category e.g. nudges related to 'Availability' may come into play for the pain point "I didn't see the keg offering in the shop".

Bonus tool B: Emotional durability design nine[Guidance](#) | [Template](#) | [Example](#)

Bonus tool: Emotional durability design nine

Outcome: Ideate changes to your circular product/service that could enable a greater emotional connection with your customers and incentivise them to perform target circular behaviours

Context

Our research found that the organisations that were most successful in driving circular product adoption were those that integrated new circular tasks within exciting and desirable customer experiences. This exercise helps you to mirror that approach and challenges you to think through circular behaviour change as an opportunity to build deeper emotional relationships with customers.

Guidance

1. For each Key Circularity Moment use the emotional durability design nine template to brainstorm ideas for interventions

Ask yourself:

- How can we strengthen the Relationship between the persona and the circular product/service or brand?
 - How might we use storytelling and Narratives to communicate the value of the circular product/service and capture the unique shared history that exists between the offering and persona?
 - How might we allow the persona to embed aspects of their Identity into the circular product/service interaction?
 - How can we use Imagination, delight, intrigue and surprise to increase engagement with the circular product/service?
 - How might we enable an on-going Conversation between the persona and circular product/service long term?
 - How might the circular product/service emulate a sense of Consciousness to increase engagement?
 - How can you ensure the circular product/service delivers on both structural Integrity (durability and longevity) and value integrity (quality, reliability, honesty and transparency)?
 - How does the Materiality (look, feel, style) of our circular product/service develop and change over time and through use?
 - What is the Evolvability of the circular product/service over time?
2. Refer back to exercise 2.4 and add these ideas to the intervention table for the pain point they address (if they are not relevant to any of the pain points you prioritised then keep them to the side for the following exercises)

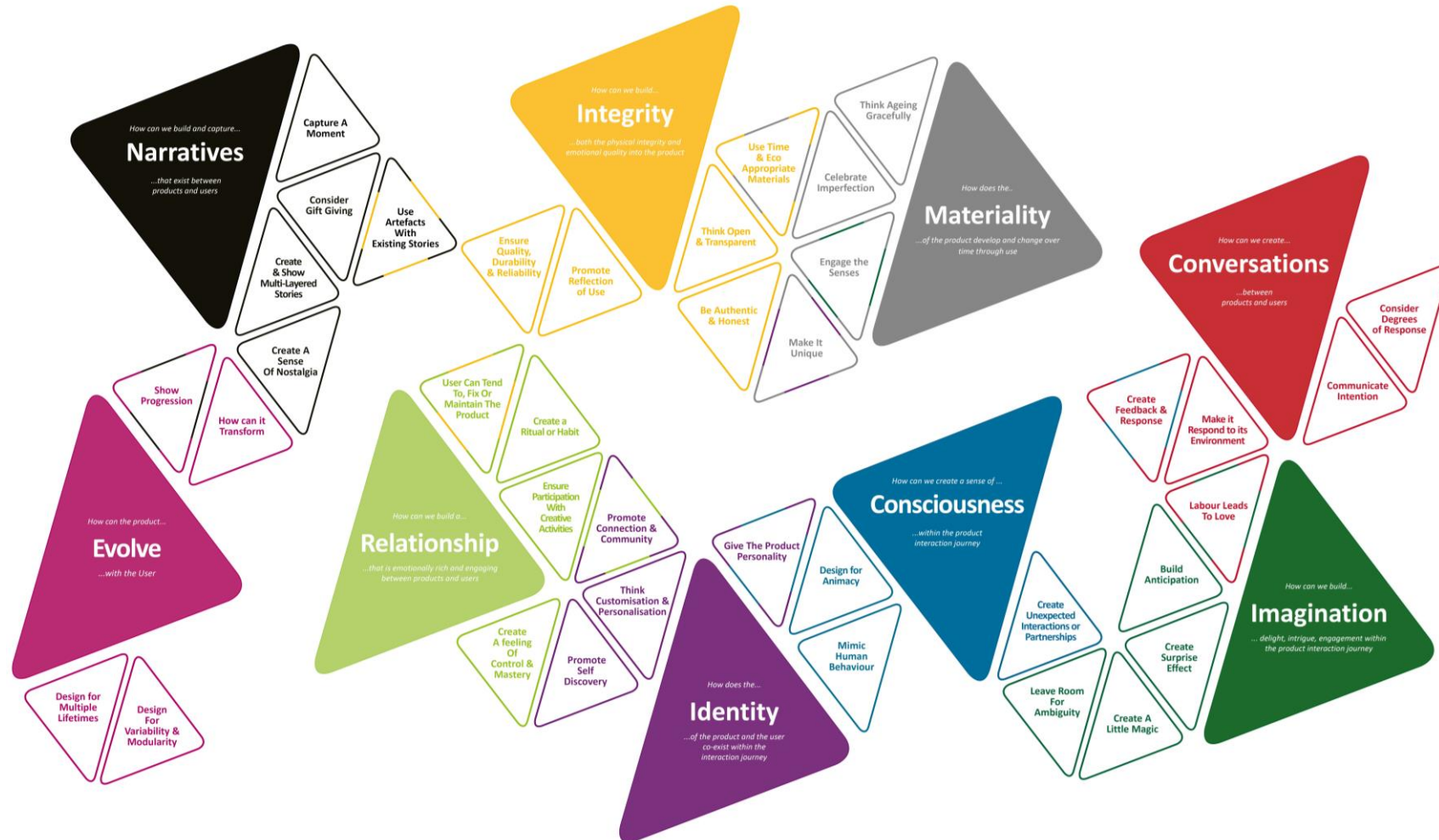
Top tips

- If you get stuck, try to think through the eyes of your personas. How could you build a product/service that would make them more emotionally engaged in their circular journey?
- Consider what other products or brands you have felt emotionally connected to and explore the reasons why
- See the website for the Emotional Durability Design Nine toolkit to download the tools and explore the concepts of emotional durability in more detail <https://ednine.wixsite.com/framework>



Bonus tool B: Emotional durability design nine

Guidance | [Template](#) | [Example](#)



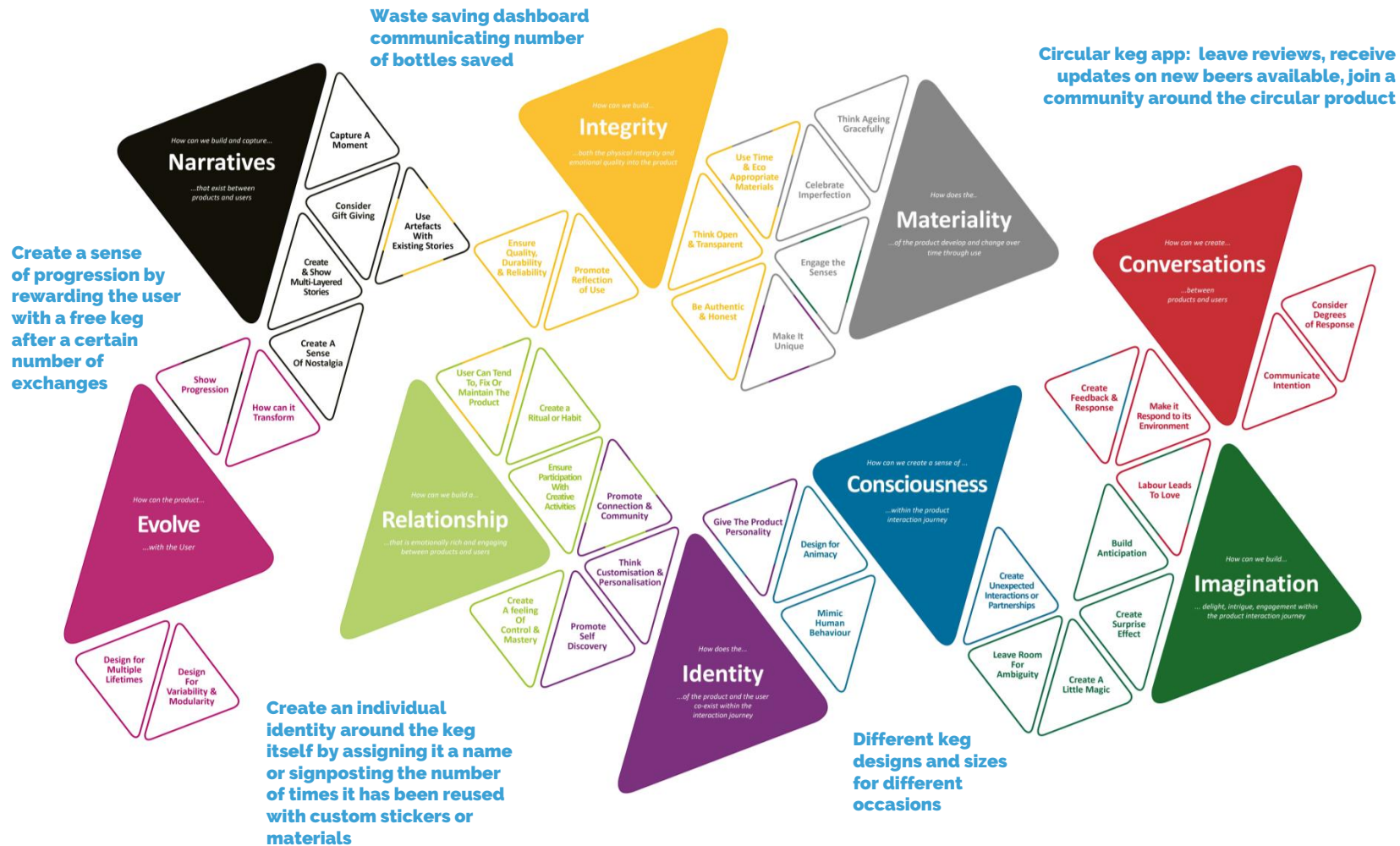
Emotional Durability Design Nine

Developed in partnership with Philips Lighting and University of Brighton



Bonus tool B: Emotional durability design nine

[Guidance](#) | [Template](#) | [Example](#)



Commentary

Note that this ideation exercise differs from exercise 2.4 and 2.5 in the sense that it focuses around a key circularity moment and not a pain point. Once you have completed this exercise and identified some potential interventions, remember to return to exercise 2.4 and associate each idea with the relevant pain point it addresses.

Emotional Durability Design Nine

Developed in partnership with Philips Lighting and University of Brighton

Intervention prioritisation and design decision log

[Guidance](#) | [Template](#) | [Example](#)

Exercise 2.5

Intervention prioritisation

Outcome: Generate a prioritised list of interventions to optimise the circular journey

Guidance

- Take each intervention identified in the previous exercise and score against the innovation sweet spot matrix. For each criteria ask yourself:
 - Desirability** (ask for each persona individually). Does it improve:
 - customer capability?
 - customer motivation?
 - customer opportunity?
 - customer satisfaction?
 - Feasibility** Does it have an acceptable impact on:
 - our people?
 - our ways of working?
 - our technology infrastructure?
 - Viability** Can the business accept:
 - set up cost
 - run up cost
 - impact on revenue
 - impact on cash flow
 - Circularity** Does it have a positive impact on:
 - resource use
 - closing waste loops
 - emissions
 - pollutant release
- For each intervention capture key assumptions behind your scoring

Top tips

- Note:** not all interventions will have a direct impact on circularity. For example, the activity of repositioning the circular kegs at the front of the store would have a neutral impact on resource use, emissions, and pollutant release in its own right, even if it will likely contribute to the success of the circular refill model as a whole. In these situations, assign the intervention a neutral score of 3 and focus your evaluation on the other areas of the innovation sweet spot.
- Similar to the pain point prioritisation matrix in Exercise 2.3, you can apply a weighting to your different personas to influence the overall intervention prioritisation so it reflects your target customer base
- Before moving onto the next exercise, build simple wireframes or proof of concepts and speak to your customers to validate your design assumptions



Intervention prioritisation and design decision log

Guidance | [Template](#) | [Example](#)

Priority score: Which solution scores highest against the innovation sweet spot? Score 1-5 (5 being highly desirable, viable, feasible, and circular)

Solution prioritisation													
Key circularity moment	Pain point (in priority order)	Inter-vention ID	Interventions	Desirability (customer)				Viability (business) e.g. revenue cost	Feasibility (technical) e.g. process, systems	Circularity (planet) e.g. waste, energy	Total	Priority	Assumptions
				x1? 	x1? 	x1? 	Average						

Intervention prioritisation and design decision log

Guidance | Template | Example

Priority score: Which solution scores highest against the innovation sweet spot? Score 1-5 (5 being highly desirable, viable, feasible, and circular)

Commentary

Solution prioritisation													
Key circularity moment	Pain point (in priority order)	Inter-vention ID	Inter-ventions	Desirability (customer)				Viability (business) e.g. revenue cost	Feasibility (technical) e.g. process, systems	Circularity (planet) e.g. waste, energy	Total	Priority	Assumptions
				x1.4	x0.9	x0.7	Average						
Fill keg	"I'm worried this won't taste as good as the beer I buy in a can"	ID01	Taste guarantee	5	4	3	4	5	4	3	16	1st	A taste guarantee will assuage people's concerns around quality and give them the confidence that they are not compromising on taste by choosing the circular product.
		ID02	Limited edition beers	5	4	2	4	4	3	3	13.6	2nd	The limited edition beers will motivate people to choose the circular product because they will be intrigued to taste the new flavour which will not be available to them through the linear product.
		ID03	Taste test	5	2	2	3	2	2	3	10	3rd	A taste test would be difficult to implement because it would require unreasonable demands on staff and could also create legal complexity.
		ID04	Free first keg	4	4	5	4	1	1	3	9.3	4th	A free first keg would be difficult to implement because it would require a means of capturing customer data to prevent abuse of the system. It would also likely not be viable from a cost perspective.
	"This is too heavy to carry"	ID05	Different size kegs	4	4	4	4	4	4	3	15	1st	The different keg sizes will allow people who are concerned about weight of the keg to choose a lighter option they can transport home more easily.
		ID06	Easy carry strap	4	4	4	4	4	4	2	14	2nd	The easy carry strap will help people to carry the keg more easily and will also allow them to save room in their bag, trolley, or car for other shopping. The strap does involve increased material in the production of the product but this is offset by the benefit of enabling more people to engage with the circular service.
		ID07	Delivery service	5	4	4	4.3	1	2	2	9.3	3rd	A delivery service would create increased emissions through transport and would also require large-scale infrastructure transformation and upfront costs.
		ID08	Click and collect	3	2	2	2.3	2	2	3	9.3	3rd	A click and collect service would not effectively address the pain point around weight. People who do not have a car will still be unable to transport the keg home, even if they can collect it at a convenient time.

1 Note that interventions are prioritised separately for each pain point. This is to ensure that none of the pain points are left unaddressed.

2 If you want to consider viability, feasibility, and circularity across multiple stakeholders (e.g. supplier, retailer etc.) then you can create additional columns and calculate an average score (in the same way you do with personas)

Optimised journey

[Guidance](#) | [Template](#) | [Example](#)



Exercise 2.6

Optimised circular journey

Outcome: Outline the features of your new optimised circular customer journey

Context

Now that you have prioritised your interventions you are ready to map your optimised circular customer journey.

Guidance

1. Copy your linear as-is journey and draft circular journey across from Exercise 2.1 (including the experience and effort curves)
2. Using your prioritised interventions from the previous exercise, map out your optimised circular journey
3. Map the emotional experience and effort of your new optimised circular journey

Ask yourself :

How does the effort/experience in your optimised circular journey compare to your initial draft circular journey and linear as-is journey?

Top tips





Compare your optimised circular journey and your linear as-is journey. Ask yourself: if my customer could choose between these two journeys which one would they prefer?



Optimised journey

Guidance | [Template](#) | [Example](#)

Key























-  Customer activity
-  Key moment of circularity
-  Key moment of delight
-  Key moment of effort

COM-B pain point:

-  Motivation
-  Opportunity
-  Capability
-  Linear as-is
-  Draft circular journey
-  Optimised journey



Scenario:

		Circular journey				
		Phases	Acquisition	Use	Transfer	
As-is journey	<p>Linear as-is journey</p> 					
Draft circular journey	<p>Draft circular journey</p> 					
Optimised circular journey	<p>Optimised circular journey</p> 					
Experience data	<p>Emotional experience</p>   					
	<p>Effort</p> 	High				Low

Optimised journey

Guidance | Template | Example

Key

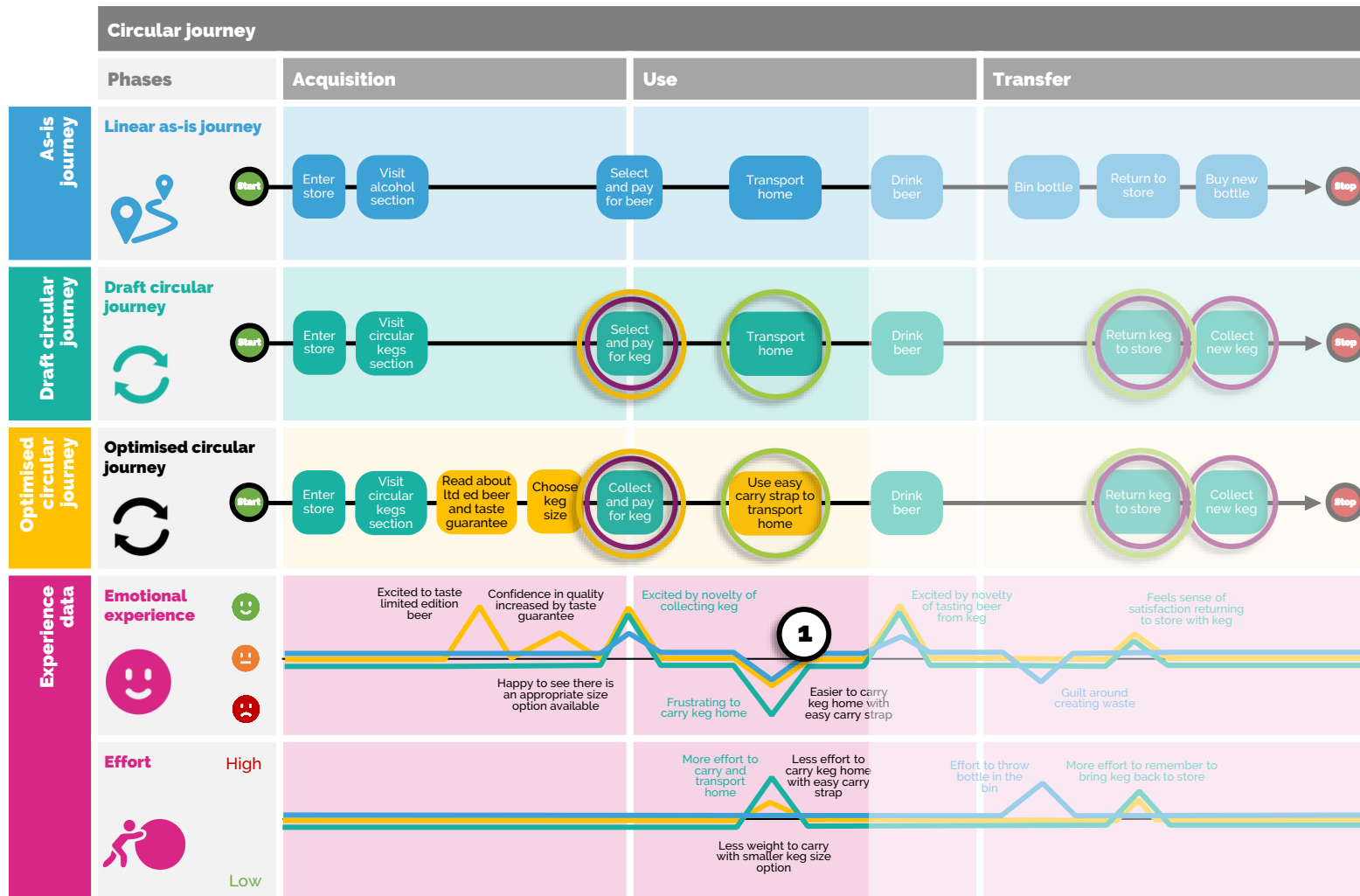
- Customer activity
- Key moment of circularity
- Key moment of delight
- Key moment of effort

COM-B pain point:

- Motivation
- Opportunity
- Capability
- Linear as-is
- Draft circular journey
- Optimised journey



Scenario: Keg return station



Commentary

1 In the optimised experience, some of the increased efforts involved in the draft circular journey are reduced (keg is easier to carry) while the emotional experience is heightened (customers are excited by limited edition beers).

Looking at the overall balance of the optimised circular journey vs. the linear journey, ask yourself: does the balance of experience/effort favour the linear or the circular journey? Which journey would the customer choose?

Circular intervention requirements[Guidance](#) | [Template](#) | [Example](#)**Exercise 2.7**

Circular stakeholder jobs

Outcome: Outline at a high level the different responsibilities stakeholders would take on in implementing and delivering the optimised circular journey

Context

The implementation and delivery of circular customer journeys often require the collaboration of a wide range of stakeholders. This exercise helps to kickstart discussion at a high level around the different responsibilities each stakeholder would take on in delivering the journey.

Guidance

1. Copy across your optimised circular journey from the previous exercise into the template below.
2. For each stakeholder:
 - include any "jobs to be done" and people involved per individual customer interaction under the relevant journey step in the "in-journey jobs lane"
 - include any wider "jobs to be done" and people involved in supporting the journey beyond individual customer interactions under the relevant journey step in the "supporting org jobs lane"

Top tips

- Use this tool together with all the stakeholders involved in delivering your circular journey to help find agreement on who is responsible for what
- Note that small changes to the customer journey can have a big impact on how responsibilities are shared across stakeholders. Bear this in mind as you make further iterations to your journey and use this tool to communicate the impact on different groups
- Once you have completed this exercise consider if you need to adjust the innovation sweet spot score of any of your interventions. For example, this exercise may highlight that a particular intervention would involve significant setup or running costs, thereby lowering its viability score and necessitating some adjustments



Circular intervention requirements

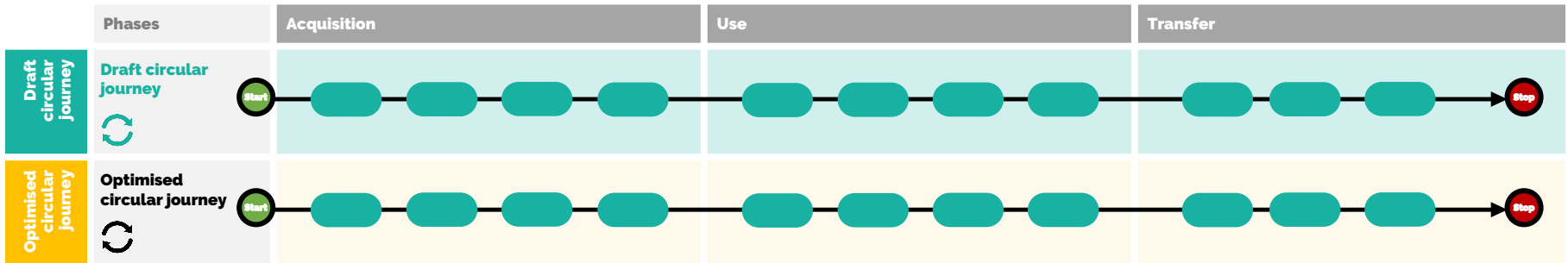
Guidance | [Template](#) | [Example](#)

Key

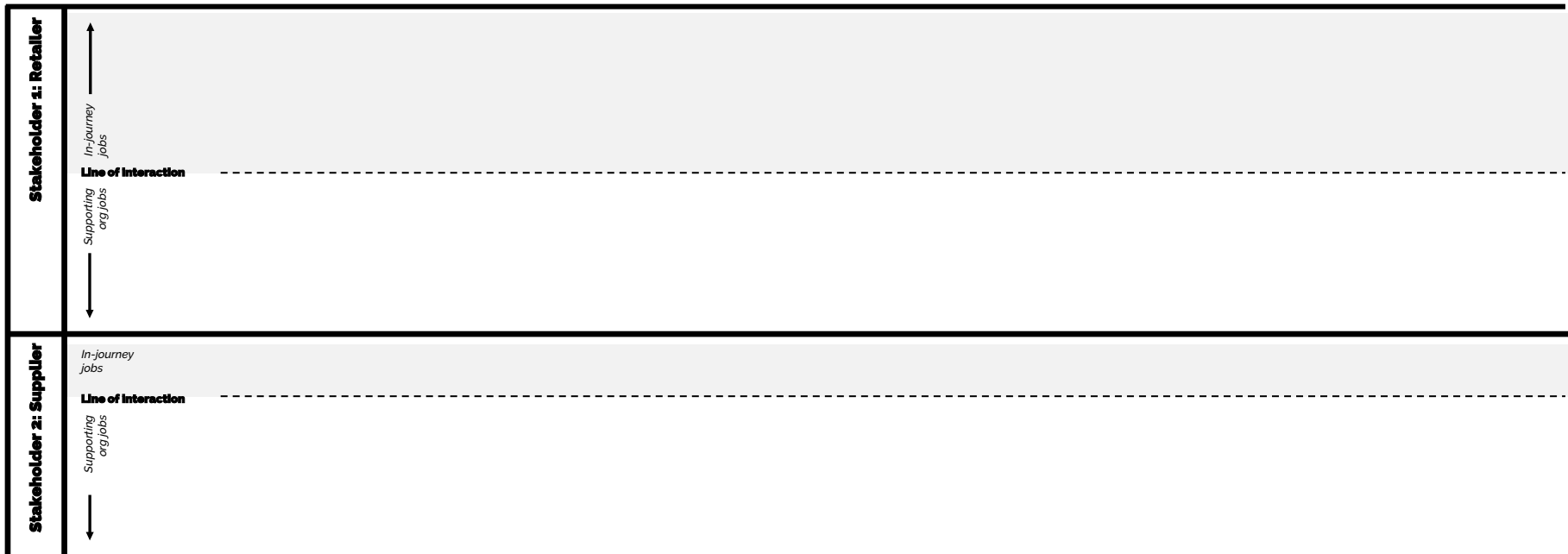
-  Activity
-  Added activity
-  Modified activity
-  Dropped activity
-  Key moment of circularity
-  Key moment of delight
-  Key moment of effort
-  **People:** Who's involved?
-  **Jobs:** What will they do?

Scenario:

Circular journey



Circular stakeholders "jobs to be done"



Circular intervention requirements

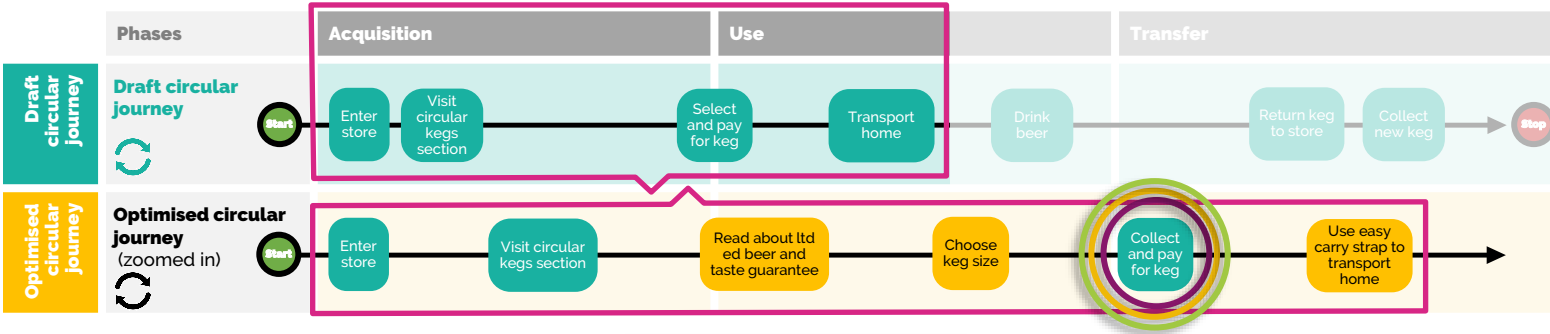
Guidance | Template | Example

Key

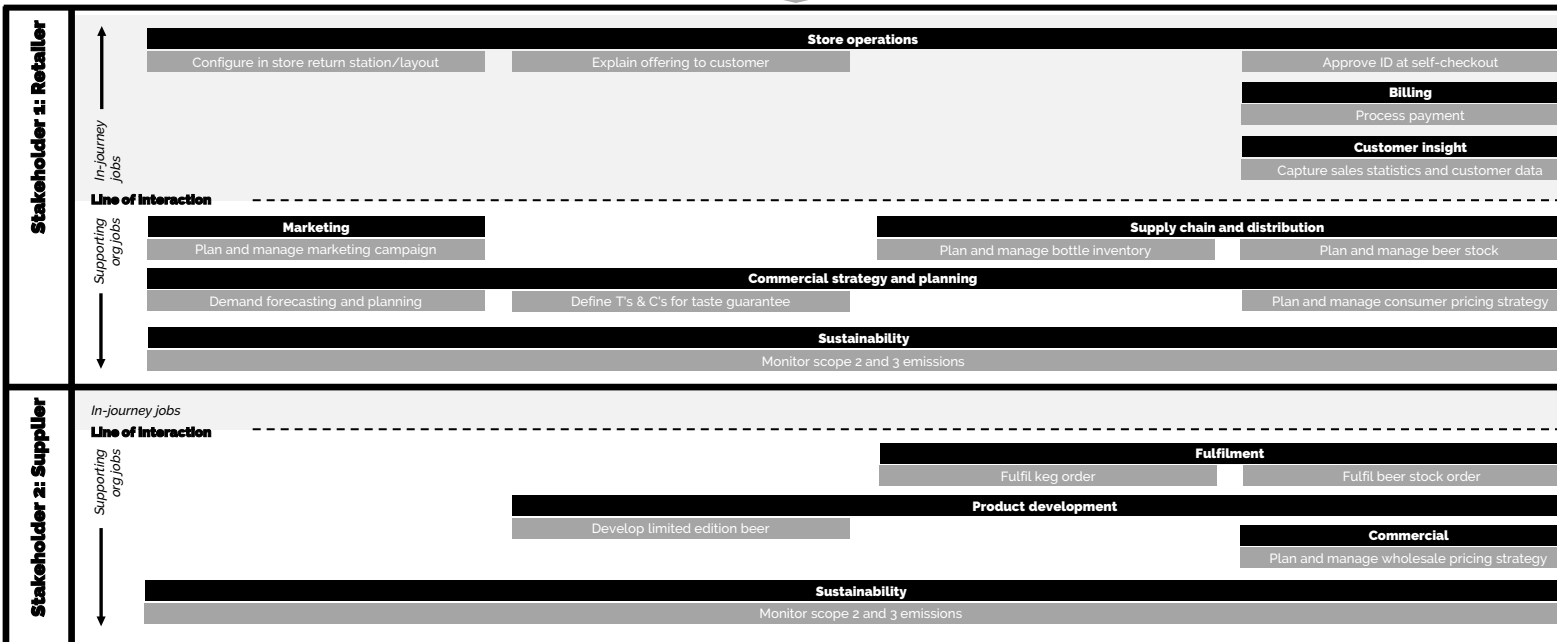
- Activity
- Added activity
- Modified activity
- Dropped activity
- Key moment of circularity
- Key moment of delight
- Key moment of effort
- People:** Who's involved?
- Jobs:** What will they do?

Scenario: Beer keg return station

Optimised Circular journey



Circular stakeholders jobs



Commentary

1 For the purposes of this example, we have focused on a specific section of the journey. When completing this exercise yourself, you would want to consider the journey as a whole.

2 In this optimised journey, there is additional work on the supplier's side to make changes to their products but no expected 'in-journey job'. This is an interesting example of how making changes to the customer journey can also redistribute the balance of work required by different stakeholders.

Delivering circular value

The aim of this section is to help you effectively scope your CBM pilot in order to test whether the solution will work in a real context to justify scaling or implementing it.

For more information or to speak to one of our team, please contact us at sustainability@clarasys.com

Our research findings

Much of the current innovation in circular business models is small-scale and securing investment to scale can be a challenge. Innovators aren't obtaining satisfactory measurement to track success of these "value retaining models" to supply the relevant evidence for investment:

- The breadth of ambition for circular initiatives can't be oversimplified – success for circular business models covers a broad range of factors across the innovation sweet spot. This means pilot design needs to provide an opportunity to evaluate success for all.
- Getting organisational commitment is hard – whilst organisations are increasingly committed to exploring the circular space, much of the work is small-scale or pilot activity and convincing the wider business to provide investment to expand the initiative can be a challenge.
- Metrics need to substantiate hypotheses – Innovators aren't planning for or conducting satisfactory measurement during the innovation process to track and confirm the success of these "circular - value retaining models".
- Transitioning to BAU is an afterthought – much of the work involved in small-scale or pilot activity is happening in 'incubator' environments for example; leveraging purpose-built technology, involving dedicated teams. This means that at the point of scaling, BAU operating models (internal systems, processes and tech and OD) need to be designed and operationalised to support circular models.

Our recommendation

In order to pilot circular business models effectively, firstly measures of success need to evolve to include environmental performance but secondly, expectations of what success will look like requires a shift in mindset. Organisations need to be prepared for 'good' or 'success' of a circular model to look different when compared to a linear equivalent.



Delivering circular value



Introduction
Before starting



Circular pilot
canvas



Exercise 3.1
Outline circular
pilot outcomes



Exercise 3.2
Prioritise and map
circular journey
scope



Exercise 3.3
Generate pilot
hypotheses



Exercise 3.4
Design pilot



Exercise 3.5
Define circular
pilot measurement
framework



Exercise 3.6
Capture risks,
assumptions,
limitations, and
dependencies



Exercise 3.7
Define circular
pilot evaluation
and improvement
approach



Before starting
Introduction



Introduction

Before starting

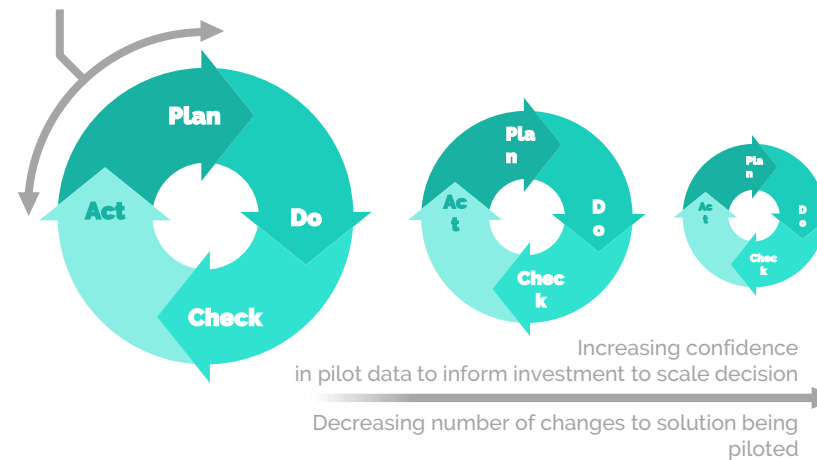
Context

- Pilots are used when you are looking to roll out a solution. You want to test whether the solution will work in a real context to justify scaling or implementing it. Success for a pilot is when the solution being tested works as anticipated.
- Pilots differ from proof of concept or prototype work in that they aim to test a solution NOT an idea.
- You may have already carried out a POC or prototype where you tested an assumption or an idea in order to gain insights and improve it.

Method

Pilot activity should be viewed as several continuous, iterative "pilot sprints" where each sprint brings increasing confidence in the decision to scale, whilst the number of changes being made to the solution decreases:

Scope for the toolkit



Each pilot sprint comprises:

- Planning to outline what will be piloted and how it will be piloted
- Running the pilot for an agreed period of time as designed
- Evaluating pilot data to identify what has been learnt
- Acting on evaluated data to implement adjusted solutions

This toolkit focuses on the "Plan" phase of an initial pilot sprint which will define the scope for the pilot as well as considering how subsequent phases of the sprint will operate. The Plan phase is built using the 5Ws method³ to consider all aspects of the scope.

Expectations

Running a pilot is much more resource intensive than running a POC or prototype. Therefore, it's critical that before you begin a pilot:

- You confirm you have tested and validated ideas and assumptions quickly and cheaply through your design iterations
- You appropriately plan the pilot to make best use of the investment in order to provide the data you need (proportionally, you should expect that the first pilot sprint will take longer than future sprints due to the planning phase)

Circular pilot canvas

The seven exercises included in this section on Delivering Circular Value will build on each other to create the Circular Pilot Canvas. Each numbered section below relates to one of the seven exercises that follow:

4

Who	Where	When

1

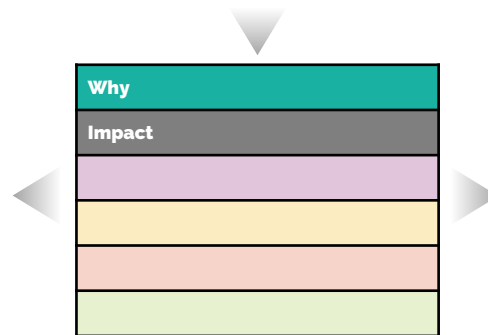
Why			
What is the overarching reason that we are doing a pilot?			
We want to...			
Based on your overarching reason what are the key questions you are trying to answer about your design?			
Impact	Desirability questions	Impact	Feasibility questions
Impact	Viability questions	Impact	Circularity questions

6

How	
Risks	
Assumptions	
Limitations	
Dependencies	

3

What		
Intervention	Output	Outcome



5

How	
Metric	Measurement

7

How	
Evaluating	Deciding

2

Key moments of circularity					
Summary of experience and circular stakeholder jobs					
Interventions and assumptions					

Outline circular pilot outcomes

[Guidance](#) | [Template](#) | [Example](#)



Exercise 3.1

Outline circular pilot outcomes

Context

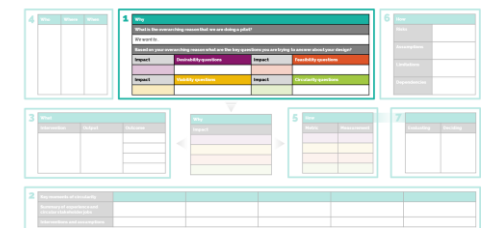
The first step in designing an effective pilot for an optimised circular journey you want to test is to confirm the high-level outcomes for the pilot (the WHY). This should be carried out with key stakeholders across the initiative involved and will ensure everyone is aligned on what needs to be achieved by conducting the pilot. To prepare for successfully scaling, a pilot should be included in the Commercial Strategy so ensure representation in your pilot team. Also consider including partners or suppliers throughout defining the pilot scope to ensure their expectations are being met from the pilot as well.

Guidance

- 1. Discuss and agree the overarching reason for doing the pilot. Ask yourself:**
 - What do you want to **know** after completing the pilot?
 - What do you want to **be able to do** after completing the pilot?
 - How do you want to **feel** after completing the pilot?
- 2. Confirm the impact you want your circular business model to have by reviewing your circular innovation scorecard from section 1 to remind yourself of the measures of success you wanted to track for your business case. These measures of success represent the impact you want to have with your circular business model and should be balanced across the innovation scorecard. Consider:**
 - Has the high-level business case and associated circular innovation scorecard evolved in line with the work to design circular products and services?
 - Are relevant stakeholders and leadership on board with the latest business case? Do they agree with your understanding of what success looks like?
- 3. Discuss and agree questions you might have for your pilot. Consider:**
 - Using the innovation sweet spot as prompts for your discussion; identifying questions you have for each of the four categories
 - Doing this using the innovation sweet spot can be a good way to set expectations with key stakeholders (particularly investment decision makers) about the differences between linear and circular pilots and align on early thoughts on what good looks like



Circular pilot canvas



Outline circular pilot outcomes

Guidance | [Template](#) | [Example](#)

Why			
What is the overarching reason that we are doing a pilot?			
We want to...			
Based on your overarching reason, what are the key questions you are trying to answer about your design?			
Impact	Desirability questions	Impact	Feasibility questions
Impact	Viability questions	Impact	Circularity questions

Circular innovation: sweet spot



Outline circular pilot outcomes
 Guidance | Template | Example

1 Why			
What is the overarching reason that we are doing a pilot?			
<p>We want to demonstrate that the circular experience we have designed is successful in a real environment, gathering compelling data to secure the funding we need to make this experience a reality for all of our customers.</p>			
2			
Based on your overarching reason, what are the key questions you are trying to answer about your design?			
Impact	Desirability questions	Impact	Feasibility questions
Customer is satisfied	<ul style="list-style-type: none"> Will customers gain satisfaction from our design? Will customers actually participate in the design? 	Minimal impact to roles/capabilities	<ul style="list-style-type: none"> How much capacity does it take to run our design? Are our people able to perform their roles in the design?
Impact	Viability questions	Impact	Circularity questions
Customers purchase easy carry kegs	<ul style="list-style-type: none"> How much will it cost to run our design? Are our revenue assumptions the model is based on accurate? 	Reduced packaging Lower GHG	<ul style="list-style-type: none"> How many resources will we save through our design? How much will our design reduce energy?

Commentary

- 1** The overarching reason you articulate can be a good sense check of whether now is the right time to pilot. If your reason could be answered through a proof of concept or prototype, consider doing this first prior to expending unnecessary resource.
- 2** At this stage you haven't confirmed the pilot hypotheses and goals - these outcomes should remain fairly high level and the exercise shouldn't take too long to complete.

*Here the overarching reason captures **what the team want to be able to do after completing the pilot.***

Prioritise and map interventions

[Guidance](#) | [Template](#) | [Example](#)



Exercise 3.2

Prioritise and map circular journey scope (1 of 2)

Context

Once you are clear on the overarching reason for conducting a pilot and the questions that need answering, what actually needs to be piloted needs to be defined by evaluating; key moments of circularity, behavioural change interventions critical to success, and the 'minimum level of experience' required to deliver a meaningful pilot. Key moments of circularity are a great way to bring focus to your pilot scope as they highlight where the circle will break if the customer doesn't perform specific actions. However, it is important that your scope extends beyond these isolated moments and provides an 'end-to-end experience' from which the circular business model can be evaluated.

Guidance

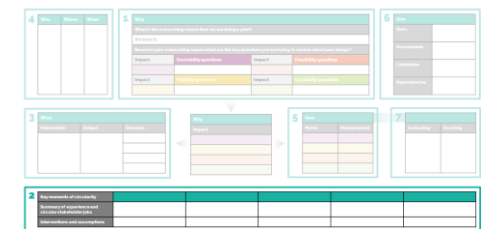
- 1. Visually map out the key moments of circularity from your circular journey and stakeholder jobs that your pilot needs to bring to life. Include at a high level:**
 - The optimised experience the key moments deliver
 - The required stakeholder jobs to enable the key moment
- 2. Review behavioural change interventions captured for your circular journey and stakeholder jobs and identify and add to the visual map priority decisions for inclusion in the pilot. Ask yourself:**
 - **Criticality:** Which are critical to the success of the circular business model design? Which decisions have the biggest impact on the overarching circular business model?
 - **Confidence:** Which decisions do you have least confidence in? Which decisions have not been validated through early evaluative testing (e.g. proof of concept or prototype)?

You should include:

 - Interventions that map to a key moment of circularity already identified (whether prioritised or not)
 - Interventions that have been prioritised for the pilot

Good practice is to capture interventions and assumptions as the experience is being created and so this exercise is intended to prioritise those decisions and assumptions for testing and to be absolutely clear on where they map to the optimised experience and stakeholder jobs.

Circular pilot canvas



(continues overleaf)

Prioritise and map interventions

[Guidance](#) | [Template](#) | [Example](#)



Exercise 3.2

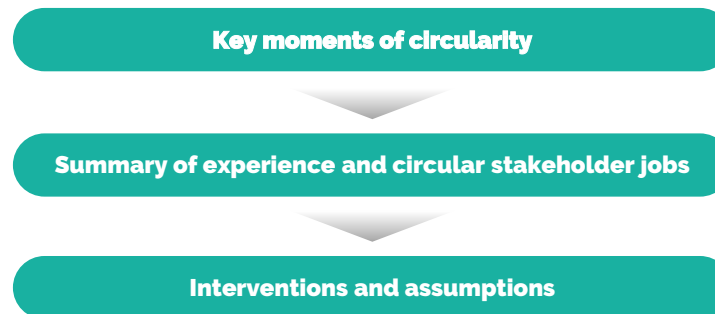
Prioritise and map circular journey scope (2 of 2)

Context

Once you are clear on the overarching reason for conducting a pilot and the questions that need answering, what actually needs to be piloted needs to be defined by evaluating; key moments of circularity, behavioural change interventions critical to success, and the 'minimum level of experience' required to deliver a meaningful pilot. Key moments of circularity are a great way to bring focus to your pilot scope as they highlight where the circle will break if the customer doesn't perform specific actions. However, it is important that your scope extends beyond these isolated moments and provides an 'end-to-end experience' from which the circular business model can be evaluated.

Guidance (continued)

3. **Review the visual map and ensure the scope provides a minimum level of experience i.e. a meaningful end-to-end experience for the customer. Consider:**
 - Does the selected scope together deliver an end-to-end experience for customers that meaningfully represents the circular journey in a real context?
 - Does the selected scope include the necessary stakeholder jobs to provide a meaningful representation of the demands on the business in a real context?
 - Are there any dependencies between the key moments, interventions, and elements of experience and stakeholder jobs that must be piloted together?
4. **Review the visual map and confirm the scope you have defined for the pilot is specific and manageable. Ask yourself:**
 - Are there any product selection decisions you need to make for the scope you want to pilot i.e. will all products be piloted?
 - Will the selected scope give insights that answer the questions you have about your design across the innovation sweet spot?
 - How big is the scope? e.g. number and size of key moments, interventions
 - Where the scope feels large, is there a way to break down the pilot into smaller, more manageable pilots? Is there any more rudimentary testing that could be carried out to increase your confidence of any low confidence interventions?



Does the scope provide a minimum level of experience?

Is the scope specific and manageable?

Prioritise and map interventions

Guidance | [Template](#) | [Example](#)

Key moments of circularity					
Summary of experience and circular stakeholder jobs					
Interventions and assumptions					

Note

Interventions should be referenced from the optimised circular journey and circular stakeholder jobs in section 2

Prioritise and map interventions
Guidance | Template | Example





Key moments of circularity

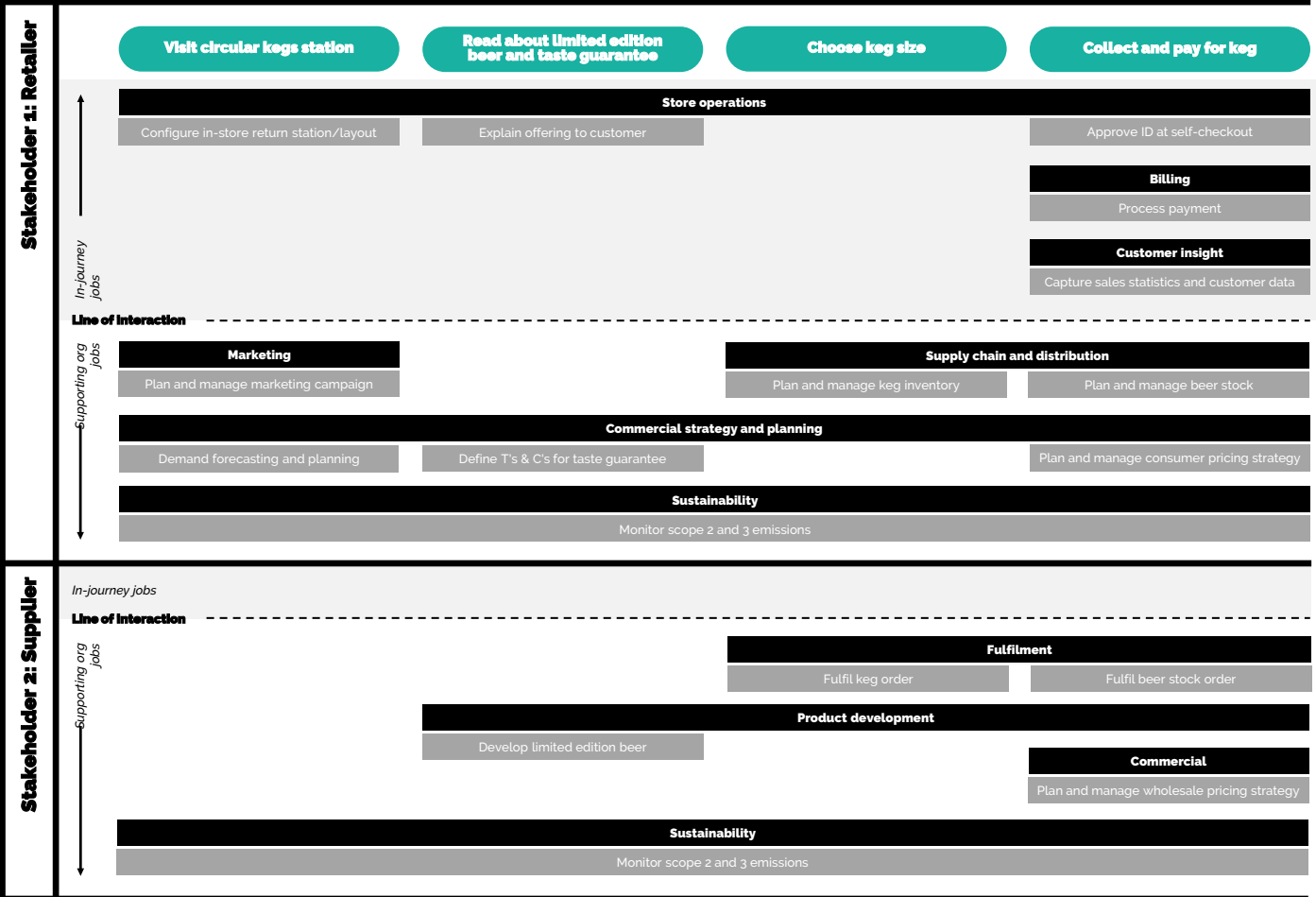
1

Collect and pay for keg

Summary of experience and stakeholder jobs

Key

-  Activity
-  Key moment of circularity
-  Key moment of delight
-  Interventions



Interventions and assumptions

2

Continues overleaf...

-  **ID04 Taste guarantee**
-  **ID03 Limited edition beer**
-  **ID05 Different size kegs**
-  **ID06 Easy carry bag**

Commentary

1

Key moments of circularity are identified from the circular journey optimised across the innovation sweet spot, and related customer steps and service blueprint components are added to the visual map.

Note: For the purposes of this demonstration, only the selected simplified section of the optimised customer journey from section 2 of the toolkit has been included

2

Relevant interventions are reviewed using a criticality and confidence rating to prioritise their inclusion in the pilot and added to the visual map.

Here we have suggested that both the keg sizes and the easy-to-carry keg design are extremely critical to the overall success of the CBM and that there is low confidence in the success of the easy-to-carry design in resolving the original Com-B pain point. It may be that the idea has been tested successfully with customers, but the success of the solution across the innovation scorecard is not understood in the context of the wider CBM i.e. the intervention is prioritised to evaluate the tradeoff between desirability and circularity

Prioritise and map interventions

Guidance | Template | Example

Interventions and assumptions

Continued

3

Solution prioritisation								
Key moment of circularity	Pain point (in priority order)	Intervention ID	Interventions	Priority (per pain point)	Assumptions	Criticality rating	Confidence rating	Pilot prioritisation
Fill keg	"I'm worried this won't taste as good as the beer I buy in a can"	IDO1	Taste guarantee	1	A taste guarantee will assuage people's concerns around quality and give them the confidence that they are not compromising on taste by choosing the circular product.	Medium criticality	Medium confidence	4
		IDO3	Limited edition beers	2	The limited edition beers will motivate people to choose the circular product because they will be intrigued to taste the new flavour which will not be available to them through the linear product.	Medium criticality	High confidence	2
Transport keg home	"This is too heavy to carry home"	IDO5	Different size kegs	1	The different keg sizes will allow people who are concerned about weight of the keg to choose a lighter option that they can transport home more easily.	Extremely critical	Medium confidence	8
		IDO6	Easy carry strap	2	The easy carry strap will help people to carry the keg more easily and will also allow them to save room in their bag, trolley or car for other shopping. The strap does involve increased material in the production of the product but this is offset by the benefit of enabling more people to engage with the circular service	Extremely critical	Low confidence	12

Commentary

3

Given the use of the selected simplified section of the optimised customer journey from section 2 in this scenario, the outlined scope here does not deliver an end to end experience for customers. Nor does the service blueprint information fully capture the demands on the business and supplier in a real context. In practice, this scope would be expanded to meaningfully represent the circular journey and the service blueprint would be completed to a greater level of detail ahead of exploring a pilot.



Generate pilot hypotheses

[Guidance](#) | [Template](#) | [Example](#)



Exercise 3.3

Generate pilot hypotheses

Context

By clarifying the key moments of circularity and interventions your pilot needs to validate, you now have the foundation of your pilot scope (the **WHAT**). Before designing your pilot, you need to articulate clear, traceable hypotheses that will validate whether the circular business model you've developed delivers the impact you want to have. To do this, your hypotheses should be built; **1) working backwards from the impact and 2) working forwards from the interventions in your pilot scope.**

Guidance

1. Transfer the impact you captured in Exercise 1: Outline circular pilot outcomes to the final column of hypotheses

1. Using all the information you've gathered to date, build a series of pilot hypotheses forwards from each in-scope intervention detailing the output and the anticipated outcome. Consider:

- **Intervention:** What are the specific activities and changes that will be implemented to go about realising the circular initiative? This should include detailed descriptions of what is being implemented and to whom. Interventions should include those designed in the circular journey to address pain points across the innovation sweet spot; desirability (e.g. behavioural change), feasibility (e.g. cost), viability (e.g. current organisational fit) and circularity (environmental credentials)
- **Output:** What evidence will there be that the activities were performed as planned?
- **Outcome:** What kinds of changes will come about as a direct or indirect effect of the activities? Outcomes should be articulated across the innovation sweet spot (see guidance below for prompts)

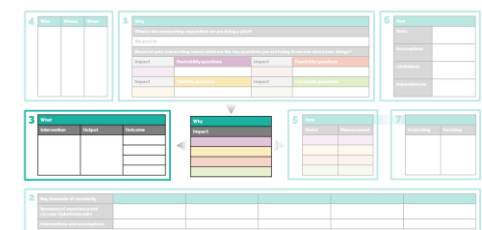
3. Once a mapping of interventions, outputs and outcomes is complete, review outcomes by building backwards from the impact column. Consider:

- Will the outcomes you've identified from the forward working, deliver the impact you want your circular business model to have?
- Are there any other outcomes you anticipated?
- Are there unexpected outcomes that don't align to the overarching impact?

Note: The columns of this exercise aren't a one-to-one relationship i.e. many interventions together may result in an outcome being realised.



Circular pilot canvas

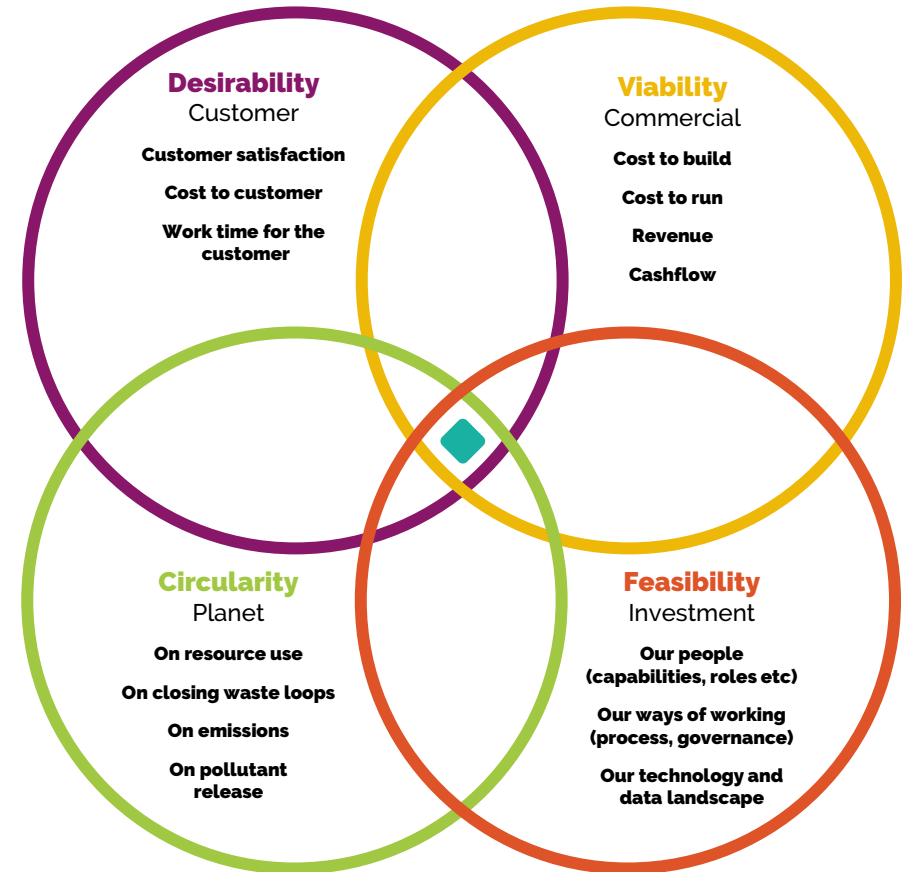


Generate pilot hypotheses

Guidance | [Template](#) | [Example](#)

What			Why
Intervention	Output	Outcome	Impact

What is the impact of this intervention/collection of interventions on....



Generate pilot hypotheses

Guidance | [Template](#) | [Example](#)

What			Why
Intervention	Output	Outcome	Impact
Provide an 'easy-to-carry' key that allows the customer to carry the keg 'hands free'	All customers will be able to carry all kegs 'hands free'	Customers find it easy to carry the keg home	Customer is satisfied
		Customer adopt non-easy carry kegs	Customers purchase easy carry kegs
		Customers return with the keg to collect another keg	Reduced packaging Lower GHG
		Current colleague roles and capabilities support the E2E easy carry keg journey	Minimal impact to roles/capabilities

Commentary

All interventions deemed in scope in the 'prioritise and map interventions' exercise should be included. The relationship between interventions, outputs, and outcomes is not 1:1 - many interventions may lead to a single output and set of outcomes. The user should challenge themselves to think of outcomes across the innovation sweet spot for each intervention.

Note: This exercise uses only a single intervention to demonstrate and has not been completed in full

Design pilot

[Guidance](#) | [Template](#) | [Example](#)



Exercise 3.4

Design pilot

Context

Now you are clear on what you are trying to achieve (the **WHY**) and the scope of your pilot (the **WHAT**), you now need to work through who will participate, where it will take place and when it will happen (the **WHO**, **WHERE** and **WHEN**).

Guidance

Define detailed scope for your pilot. Consider:

- **Who:** Who will be targeted in the pilot?
 - Which customer personas need to be included to allow for a meaningful interpretation of results?
 - Which interventions require validation with specific customer personas?
 - Which employee roles and teams need to be included to best represent a full-scale initiative?
 - How might you ensure meaningful representation whilst maintaining a manageable scope?

- **Where:** Where will the pilot take place?
 - Does location have an influence on the customer persona?
 - Is a single location sufficient to produce data that can be extrapolated to a full-scale model?

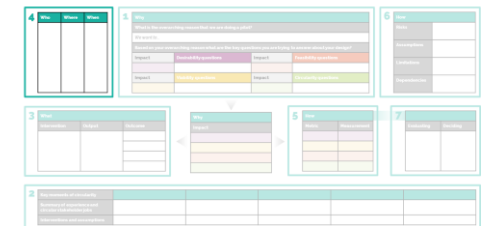
- **When:** When will the pilot start and finish?
 - How long does the pilot need to run for to allow for meaningful data to be collected? (You may need to revisit this once metrics have been defined)
 - How quickly can the pilot be operationalised?

Who

When

Where

Circular pilot canvas



Design pilot

Guidance | [Template](#) | [Example](#)

Who	When	Where

Design pilot

Guidance | [Template](#) | [Example](#)

Who	When	Where
<p>Customer:</p> <p>All customer personas need to be included in the scope because the type of validation varies:</p> <ul style="list-style-type: none"> • Roy - validation that the keg design allows Roy to lift a heavy item (has a car) • Sarah & Ethan - validation that the keg design allows Sarah and Ethan to transport the keg from supermarket to home (no car) <p>Business:</p> <p>To validate the design will work at scale, inter-journey jobs (i.e. supporting org jobs) must be accounted for but may need to be piloted differently to intra-journey jobs (i.e. those happening in the journey). For example, although the supplier's fulfilment stakeholder jobs take place outside the circular journey, they are critical to measuring the success of the CBM as the pilot needs to demonstrate how the distribution and reverse logistics network would be accommodated in the supplier's BAU operations whilst meeting outcomes across the innovation scorecard (i.e. is it desirable, viable, feasible, and circular?)</p>	<ul style="list-style-type: none"> • The pilot needs to be running long enough to launch and reach BAU (i.e. where there is no additional launch support such as marketing) • The pilot needs to be running at BAU for long enough for customers' buying and return behaviours to be observed and influenced • Once the keg design is finalised, anticipate 3-5 months to set up return stations and upskill teams 	<p>The pilot must run in multiple locations;</p> <ul style="list-style-type: none"> • Cover all personas to test desirability assumptions • Include different store categories e.g. superstore, local concepts • Include locations across the supply chain enabling the experience e.g. the distribution and reverse logistics network • Provide element of scale to pilot and test viability, feasibility, and circularity assumptions

Commentary

Who, When and Where are defined for the scope (the What) that has already been documented. You may find that working through this exercise prompts you to return to earlier exercises - this is fine, but remember to revisit the outcome with the project team.

Note: exercise uses only a single intervention and identifies only a few considerations to demonstrate the thinking. It has not been completed in full.

Here we've called out the difference in the validation we require from the 3 personas outlined because of the expected relationship between appeal and access to a car. This thinking might prompt the team to return and refine their desirability outcomes outlined in pilot hypotheses.

Define circular pilot measurement framework

[Guidance](#) | [Template](#) | [Example](#)



Exercise 3.5

Define circular pilot measurement framework (1 of 2)

Context

You should by now have a full picture of why you are piloting, what you are trying to achieve, and the scope of your pilot (WHY, WHAT, WHEN, WHERE, WHO). You are now ready to start thinking through how you will know if the pilot is a success (HOW). Here, success means that the pilot data gives you sufficient evidence to address the overarching reason and questions you have for running the pilot and effectively builds the requirements for a go/no-go decision. This exercise builds on the expected outcomes you have already defined across the innovation sweet spot by articulating the specific metrics that will allow you to evaluate success against the impact you want to have.

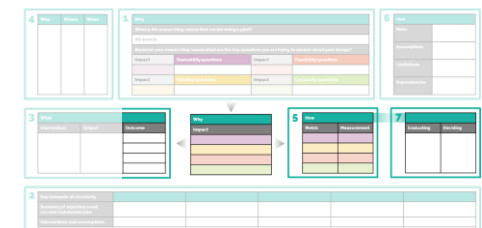
Guidance

1. Identify relevant, meaningful indicators for each of the outcomes you have already defined across the innovation sweet spot. Consider:

- **Level, breadth, and quality:** How do you know you're measuring the right things?
 - Have you compared indicators to the overall impact? In some instances this may be one in the same, in others, component parts of the CBM will contribute to the overarching impact and the indicators should be defined as such.
 - Have you considered lead and lag indicators for the outcome you want to validate?
 - Have you represented each component of the innovation sweet spot with appropriate stakeholder input?
 - Do the indicators you've identified holistically measure the type of success you want to bring about? e.g. desirability metrics may centre around volume (how many customers) but 'how many' might not represent success for circular impact - for reuse 'how often' would be more important.
- **Triangulation:** How will you mitigate against data limitations of relying on single source data? ([read more here](#))
 - Have you considered multiple methods to study the same activity? i.e. consider multiple research approaches or sources (quantitative, expert opinion) in order to mitigate the limitations of one source of data
 - Have you considered multiple sources related to the same activity? i.e. a variety of metrics



Circular pilot canvas



(continues overleaf)

Define circular pilot measurement framework

[Guidance](#) | [Template](#) | [Example](#)

Exercise 3.5

Define circular pilot measurement framework (2 of 2)

Context

You should by now have a full picture of why you are piloting, what you are trying to achieve and the scope of your pilot (WHY, WHAT, WHEN, WHERE, WHO). You are now ready to start thinking through how you will know if the pilot is a success (HOW). Here, success means that the pilot data gives you sufficient evidence to address the overarching reason and questions you have for running the pilot and effectively builds the requirements for a go/no-go decision. This exercise builds on the expected outcomes you have already defined across the innovation sweet spot by articulating the specific metrics that will allow you to evaluate success against the impact you want to have.

Guidance (continued)

2. Articulate and refine metrics for each of the indicators you've identified. Consider:

- **Baseline:** What is the baseline measurement for this metric?
 - Does a baseline measurement exist for this metric? What is the baseline? (This may be more relevant for transformation from a linear model)
 - Is there a comparable metric (another internal initiative, external, industry) that might inform a baseline?
 - When do you expect target metrics to be achieved and are these realistic for circular pilots? (Some circular innovation metrics have a longer lead time to be realised)
 - Do you need to consider lead and lag indicators for the outcome you are trying to gather data on? (This is worth considering where a particular circular metric has a long lead time)
- **Target:** What is the target measurement for this metric?
 - Are there specific goals or KPIs for the initiative (perhaps from the initial business case) for which these metrics are a key contributor? How does this influence the target measurement? What would the measurement need to be for the initiative to be a success?
- **Acceptance:** What would be the range of accepted values for this metric?
 - What's the lower tolerance for the pilot to be deemed a success overall? (consider the balance of metrics as a whole)
 - What would be deemed a failure for this metric?
- **Alignment:** Who is the audience for the pilot data?
 - Who are the decision makers on the 'success' of the pilot? Do they agree that the target metrics, if reached, demonstrate success?
 - Have expectations been set with stakeholders about the differences between linear and circular pilots?

3. Outline for each metric you've captured how measurement will take place. Consider:

- How will measurement be taken? Who takes this measurement? Does this happen manually or is it automated?
- When will the measurement be taken? (Frequency, timing)
- Where will the measurement be taken? (Location considerations)



Define circular pilot measurement framework

Guidance | [Template](#) | [Example](#)

When
Outcome



Why
Impact

How			
Metric	Measurement	Evaluating	Deciding

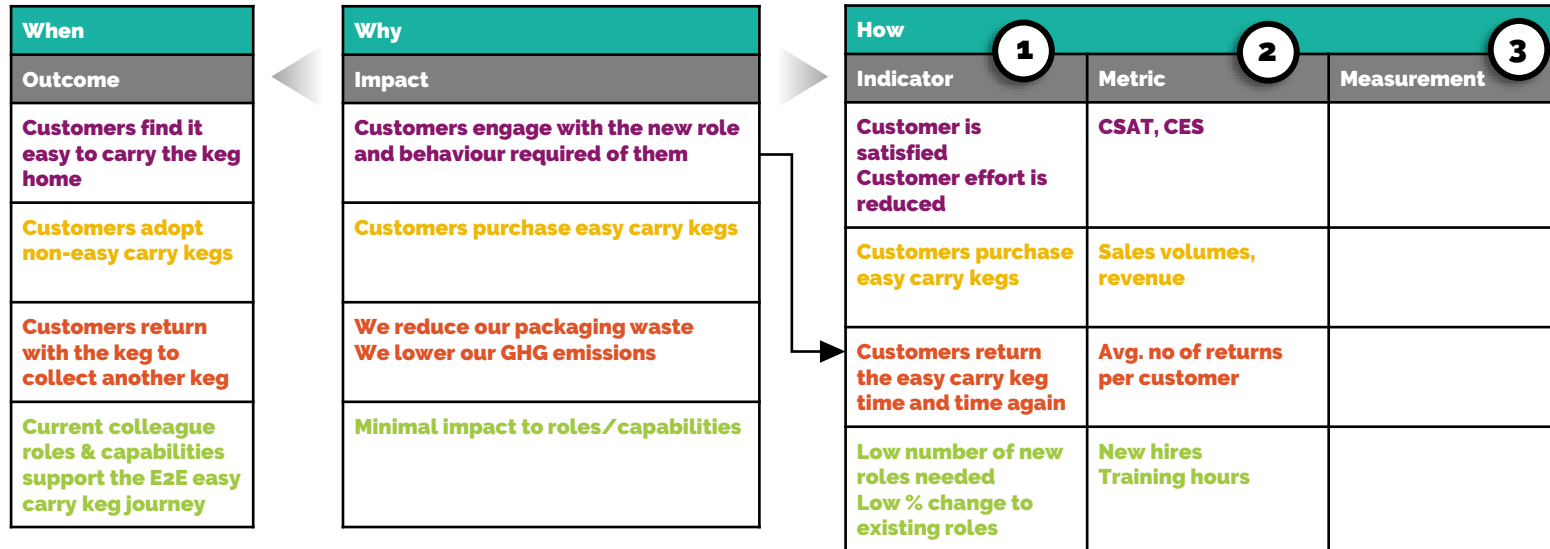


Top Tip

This simple structure works well for ideation with the team, but you might want to consider documenting agreed indicators, metrics and measurement in a spreadsheet program (e.g. Google sheets, MS Excel etc) to allow you to group and organise multiple metrics being tracked across your pilot.

Define circular pilot measurement framework

Guidance | Template | Example



Commentary

1 Indicators, metrics, and subsequent measurement should be defined for each of the outcomes you anticipate for your pilot. For some outcomes, the indicator may be one in the same as the overarching impact you have already defined, whereas for others there may be multiple component indicators contributing to the overarching impact

Here for the desirability outcome, customers find it easy to carry the keg home, metrics are represented by not just the customer satisfaction, but also the reduction in effort expected due to the easy carry design and also by their willingness to re-engage with the model i.e. the number of times the customer performs the role required of them.

Capture risks, assumptions, limitations and dependencies

[Guidance](#) | [Template](#) | [Example](#)



Exercise 3.6

Capture risks, assumptions, limitations and dependencies

Context

Now you have a nearly complete view of the pilot itself as well as how you intend to measure success, it's time to think through potential stumbling blocks. This will allow you to proactively put action in place by iterating the pilot design to avoid later issues.

Guidance

Capture risks, assumptions and limitations for your pilot by reviewing your pilot canvas. Consider:

- **Risks:** What events could have an adverse impact on the success of the pilot if they were to occur?
- **Assumptions:** What things do you assume are in place that contribute to the success of the project?
- **Limitations:** What decisions about scaling the circular journey and stakeholder jobs will the pilot NOT allow you to make?
- **Dependencies:** What inputs (projects/activity) are you reliant on for the success of the pilot? What benefactors (projects/activity) rely on the success of the pilot?

Note: In particular, you should consider the system or infrastructure risks, assumptions, limitation and dependencies for this circular offering as most products and services are still delivered through linear value chains. e.g. tax incentives, policy, distribution and logistic networks etc.

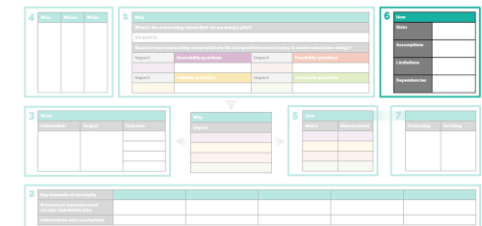
Consider actions you could take to reduce the impact of the risks, assumptions and limitations you've captured. Consider:

- **Risks:** Will you accept or mitigate against the risk? What mitigation options are available to you?
- **Assumptions:** How much confidence do you have that your assumptions are in true? What could you do to validate this?
- **Limitations:** What options do you have to modify the pilot and obtain the data you require to answer the overarching questions you have?
- **Dependencies:** How can you confirm the inputs you are reliant on occur as required? What do you need in place to monitor and manage incoming and outgoing dependencies?

Revisit your pilot design and make changes based on any actions you prioritise.

Risks
Assumptions
Limitations
Dependencies

Circular pilot canvas



Capture risks, assumptions, limitations and dependencies

Guidance | [Template](#) | [Example](#)

How	
Risks	
Assumptions	
Limitations	
Dependencies	

Top Tip

This simple structure works well for ideation with the team, but similarly to a conventional RAID log you might want to consider documenting in a spreadsheet program (e.g. Google Sheets, Microsoft Excel) to allow you to review, add status to each item and continuously review throughout the pilot itself.

Capture risks, assumptions, limitations and dependencies

Guidance | [Template](#) | [Example](#)

How	
Risks	There is a risk that the pilot won't fully demonstrate the environmental performance of the circular model vs the linear model because it won't be possible to optimise the distribution and reverse logistics of the model at pilot scale
Assumptions	<ul style="list-style-type: none"> • We assume that the cost to run the new circular business model will reduce over time as we achieve economies of scale • We assume that there will be a drop-off from customers who instantly engage with the mode
Limitations	<p>Duration of the pilot to evaluate:</p> <ul style="list-style-type: none"> • Long-term purchasing and return behaviours of customers • Financial success of pilot due to economies of scale <p>Return and refill logistics to evaluate:</p> <ul style="list-style-type: none"> • Environmental performance of the distribution and reverse logistics network • Operational viability of the distribution and reverse logistics network
Dependencies	<p>There is a dependency on establishing:</p> <ul style="list-style-type: none"> • Return stations within store locations selected • Collection for refill from store locations • Refill locations in reverse logistics network <p>This will require close collaboration with the retailer to implement.</p>

Commentary

Risks, assumptions, limitations, and dependencies are captured for the effectiveness of the pilot in achieving the desired outcomes **NOT** the design itself. If this exercise prompts risks, assumptions etc for the design, consider revisiting section 2 to assess the impact of these.

Note: Exercise demonstrates only a handful of considerations – real-life scenario would be much more comprehensive

Here we've called out a risk related to environmental performance. This is linked to the limitations articulated relating to the distribution and reverse logistics network. Such a risk would require the team to consider how the pilot might be able to provide indicative data for the performance of the model at scale.

Define Circular Pilot Evaluation & Improvement Approach

[Guidance](#) | [Template](#) | [Example](#)



Exercise 3.7

Define circular pilot evaluation and improvement approach

Context

The final stage in preparing your pilot design ready to operationalise is to plan for the evaluation and decision making of your pilot data. This will ensure you have agreed actions in place for insights that are gathered throughout the pilot; iterating the pilot, gathering more data, or acknowledging for the end of the pilot.

Guidance

1. Outline how the data collected through the pilot will be analysed and insights produced. Ask yourself:

- What information and reporting requirements do you have for the pilot data? (dashboards etc)
- Who will analyse and produce insights for the data?
- Are specific skills/knowledge needed to be able to produce insights?
- Does responsibility sit with multiple roles/teams for analysing data?
- Who will have oversight of the data being evaluated as a whole?
- How often should data from the pilot be reviewed? (daily, weekly, monthly)

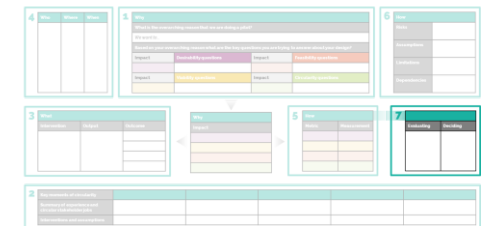
2. Outline how the insights produced from pilot data will be reviewed and inform decisions. Ask yourself:

- **Throughout the pilot:**
 - Who needs to be involved in reviewing insights and making decisions throughout the pilot?
 - When and how often will this group meet to review insights?
 - How will decisions be made? *Take a look at the decision-making guide below as an example.*
 - How will the requirements set in "Define measurement" be iterated during the pilot? i.e. will the measure of success change?
- **At the end of the pilot:**
 - Have the requirements set in "Define measurement" been iterated at all during the pilot?
 - Who needs to be involved in reviewing pilot outputs and making decisions on go/no-go?
 - What are the next steps for either a go or no-go decision to ensure continued momentum?

Evaluating

Deciding

Circular pilot canvas



Define Circular Pilot Evaluation & Improvement Approach

Guidance | [Template](#) | [Example](#)

How	
Evaluating	Deciding

Define Circular Pilot Evaluation & Improvement Approach

Guidance | [Template](#) | [Example](#)

How																							
Evaluating	Deciding																						
<ul style="list-style-type: none"> Commercial propositions will have oversight of the pilot outputs as a whole Daily/weekly/monthly dashboard of pilot metrics (e.g. sales, CSAT, returns, etc.) required Retailer responsible for collecting and sharing this data with supplier. Commercial propositions pilot team responsible for analysis and insights produced from the data 	<ul style="list-style-type: none"> We will hold a monthly pilot review with representation across functions as well as including the retailer We'll make decisions on observations from the data based on the following decision tree: <table border="1"> <thead> <tr> <th colspan="2" rowspan="2"></th> <th colspan="3">Size of deviation – how big is the deviation from the accepted range?</th> </tr> <tr> <th>High</th> <th>Medium</th> <th>Low</th> </tr> </thead> <tbody> <tr> <th rowspan="2">The deviation is in our control</th> <th>We know what is causing the deviation</th> <td colspan="3">Make changes in pilot</td> </tr> <tr> <th>We don't know what is causing the deviation</th> <td>Investigate further</td> <td colspan="2">Deprioritise</td> </tr> <tr> <th colspan="2">The deviation is out of our control</th> <td colspan="3">Wait to review at the end of pilot</td> </tr> </tbody> </table>			Size of deviation – how big is the deviation from the accepted range?			High	Medium	Low	The deviation is in our control	We know what is causing the deviation	Make changes in pilot			We don't know what is causing the deviation	Investigate further	Deprioritise		The deviation is out of our control		Wait to review at the end of pilot		
				Size of deviation – how big is the deviation from the accepted range?																			
		High	Medium	Low																			
The deviation is in our control	We know what is causing the deviation	Make changes in pilot																					
	We don't know what is causing the deviation	Investigate further	Deprioritise																				
The deviation is out of our control		Wait to review at the end of pilot																					

Commentary

Roles and responsibilities for the evaluation and decision making of pilot data is captured across the stakeholder groups involved in delivering the circular pilot experience.

Note: exercise demonstrates only a handful of considerations – real-life scenario would be much more comprehensive

Conclusion and next steps

This CX/CE toolkit is a blueprint for engaging customers in a circular economy

There are three things we'd suggest are critical for success in engaging your customers in circular designs:

1. Be intentional about the circular value proposition to your customers from the outset
2. Design for the behavioural change needed from your customers
3. Evolve both your expectations and methods of evaluating success of a circular business model when compared to a linear business model through piloting

Next steps

We are excited to continue to support organisations in accelerating their transition towards a circular economy. We hope you have found this CX/CE toolkit helpful and would love to hear your feedback and offer you support on your circular journey.

For more information or to speak with our team please contact us at sustainability@clarasys.com

About us

[CLARASYS]

Clarasys

Our mission at Clarasys is to help our clients tackle their toughest business challenges, helping them transform their organisations. In this digital, data age, everyone expects the best experience – at work, as a citizen, as a business partner, and as a customer. We think they should have it.

Through our sustainability consulting services, we want to help your experience as well as your customers' by creating a clearly defined route, broken into simple and achievable steps, that will generate meaningful results. We do this by combining our science with your stakeholders, ensuring a positive impact on people, the planet and prosperity.

We are The Experience Consultancy.



The Exeter Centre for Circular Economy

The Exeter Centre for Circular Economy (ECCE) was formally launched in September 2018 by [Dame Ellen MacArthur](#). ECCE is a new research centre comprising staff based in three locations, Streatham, Penryn and London. We are a multi-disciplinary team composed of economists, engineers, designers, sociologists, management academics, and practitioners.

Our vision is 'to be the leading UK centre for Circular Economy engaging in innovative research, knowledge transfer and executive education projects. We engage in projects that develop Circular Economy theory and practice designed to transform our economy, creating regenerative wealth and well-being'.

For more information or to speak with our team please contact us at sustainability@clarasys.com

A special thanks to all the authors and contributors to this toolkit: Harriet Shelton, Loic Le Fouest, Jacob Brockmann and Sam Maguire from Clarasys and Dr Merryn Haines-Gadd, Nellie Salter, Dr Zaneta Muranko and Prof Fiona Charnley from the University of Exeter



Find out more

For the past year, Clarasys and Exeter University's Centre for Circular Economy have been committed to getting under the skin of the issues and complexities around engaging customers in the circular economy.

We have engaged with leading organisations in the food and beverage, consumer goods, and retail sectors to gain a wide understanding of the challenges faced. As such, we have been able to gain a huge amount of insight and create tools and thinking that we feel will help organisations navigate their way through this complex landscape.

You can explore these resources for yourself on our [Customer Experience in a Circular Economy page](#). We hope you find them useful.



Your feedback is really important to help us shape the toolkit's ongoing development. Please complete our short [feedback form](#) or get in touch directly.



Podcast: Circular initiatives: Should firms be incorporating customer experience

We chat with Dr Merryn Haines-Gadd, Research Fellow at the Exeter Centre for Circular Economy, to discuss what customer experience means in a circular world.



CX is critical to successful adoption of circular products and services

Learn how to future-proof your business by considering your customers' experience when adopting circular products and services.



Engaging Customers in a Circular Economy — why we undertook the research

Preliminary literature review findings of Customer Experience in the Circular Economy



Debunk convenience to get the circular economy moving

Understanding the concept of convenience is the key to successfully engaging customers in a circular economy...



Engaging Customers in a Circular Economy - Report

Upcoming research report, discussing our most recent findings.



References and useful links

Section 1: Exploring circular value

1. [Value Proposition Design](#): how to create products and services customers want
2. [Circular Canvas: Tool to Design Circular Business Models](#)
3. The Circular Design Guide: [Find circular opportunities](#)
4. Business Models for the Circular Economy ([chapter 2](#))
5. [This is service design doing: Co-creating Personas](#)

Section 2: Designing circular products and services

1. [COM-B framework](#): explains the COM-B model for behaviour change in further detail
2. [Emotional durability design nine](#): website from one of our toolkit co-creators that provides further background on this tool
3. [Circular Design Guide](#): toolkit from IDEO and the Ellen Macarthur Foundation which applies a product lens to circular design
4. [Crazy 8's](#): guidance for the Crazy 8's ideation method

Section 3: Delivering circular value:

1. [Circular Business Model Plan from Circular X](#): Provides some useful prompts for operationalisation of a pilot.
2. [Principles of triangulation](#): Diversifying user research methods by considering multiple ways of collecting and interpreting data.
3. [The five Ws method](#): Exploring a problem from multiple aspects during project initiation.





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