

Collective *Action*

DDC

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Part 01 · Collective action
Ecosystem Mapping



Part 01 · Collective action

Ecosystem Mapping

As the first part of working with collective action, map out the actors in your network and use it to become more circular.

You can follow the step-by-step guide [here](#) or have a look at the digital version of the tool on Miroverse [here](#) (tool no. 05 in the toolkit).

Why you should use this tool

The purpose of this tool is to help you get an overview of your stakeholders and potential new collaborators. This is crucial in order to build (and mobilize) a network of both existing and new possible partners and actors. Unlike traditional stakeholder mapping, this tool addresses the motivations, resources, and capabilities that are valuable for the overall network you are a part of.

Tip: Many businesses benefit from this tool by first mapping their current network. When that's done, you can use the tool again to map out how your ideal network of partners and actors looks in order to support your new circular solution.

Materials (for analogue version)

- Ecosystem mapping canvas (size A1)
- download [here](#) or a less colour version [here](#)
- Actor Cluster cards (A4)
download [here](#) or a less colour version [here](#)
- Post-its
- Pens

Part 01 · Collective action

Ecosystem Mapping

How to use the tool:

0 Preparation · 5 min

Print out the ecosystem canvas (A1) and hang it on the wall or place it on a table. The team has to be able to gather around it.

Print out the Actor Cluster cards (A4) and keep them close for the last part of the exercise.

1 Actor brainstorm · 10-15 min

Do a brainstorm of all the actors that influence your business. Be as specific as possible by writing down organizations and companies – or even individuals. Use post-its.

When brainstorming we recommend that you do it individually in silence and set a timer to 5 minutes, to begin with. When time is up, you can share your post-its and if necessary repeat the process by having a second brainstorming session and sharing again. Sometimes, you get inspired by others' ideas and insights and new inputs will come to your mind.

Tip: When brainstorming, try to think not only about your existing business relations but also to identify relevant 'unusual suspects'. These could for instance be influencers, investors, community leaders, researchers, lobbyists, and policymakers.

2 Place the actors · 15 min

Take a close look at the different actor roles on the canvas. Then, place your post-its on the canvas according to their role.

Now, all relevant actors are mapped out on the canvas and you have an overview of your network.

Tip: Some actors might be difficult to place because they have a role that's in between what's on the canvas or maybe even a double role. Place them where it feels the most intuitive. You can always rearrange later. Alternatively, mark a difficult actor with a dot or a different post-it color.

Part 01 · Collective action

Ecosystem Mapping

③ Cluster your actors · 15 min

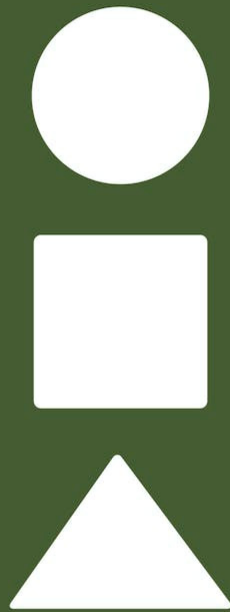
Identify the three-five most important actor clusters in your ecosystem in order to organize your actors. Fill out the actor cluster cards and reflect on their individual motivations as well as the resources they provide to your ecosystem.

The following questions can be used as a starting point for the clustering of actors:

- *Q1: Which actors contribute to your circular solution? Who is critical to partner up with?*
- *Q2: Who could potentially contribute even more to your circular solution?*
- *Q3: Are any of the actors critical to leave behind in order to have a more sustainable business in the future?*
- *Q4: Could we think of completely new actors (even from other industries) that could play a potential role in our circular transition?*

It is up to you, whether you would like to use the questions above or have another take on the discussion session.

Part 02 · Collective action
The Circular Value Chain Tool



Part 02 · Collective action

The Circular Value Chain Tool

After trying out the ecosystem mapping tool, we encourage you to try out the Circular Value Chain Tool as part of working with collective action.

You can either follow the guide below or go to the digital version of the tool in Miroverse [here](#).

Introduction

The Circular Value Chain Tool is divided in different steps to guide you in the creation of circular initiatives. Additionally, three tutorials can be watched by following the links below. It is recommended to watch the tutorials before you start using the tool.

Video tutorials:

- [1. Introduction](#)
- [2. Overview](#)
- [3. How to use the tool](#)

How to use the tool:

0 Preparations

0.1 · Focus area

Decide on your focus area - what do you want to map out?

When you narrow in your focus, it becomes easier to carry out the remaining steps as well as inviting the relevant stakeholders to the workshop.

Example on a focus area: It could be a chair you are selling, a specific ingredient or simply a plastic box for packaging.

0.2 · Materials

Find a useful mapping canvas, i.e., a big cardboard, brown paper or whatever you have access to. Make sure the mapping board is big enough for the value chain to be visualized. Make sure the mapping board is big enough for the value chain to be visualized (size; 100x150cm).

Print out all materials and cut out the different pieces and question- and role cards.

1 Mapping of existing value chain · 15 min.

1.1 · Events

Ask yourselves:

What's the first event that happens in the value chain?

Use the green event cards to map out all the sequences you can think of that are a part of the value chain and put them next to each other on the canvas in the right order.

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Example:

- *Event 1: transport the resource by truck*
- *Event 2: filling box with candy*
- *Event 3: labeling of box*

Tip: Remember to discuss the events, actors, and resources when you place them on the board to bring all expertise and knowledge in action.

1.2 · Actors and resources

Use the pink actor cards and the yellow resource cards and add one for each event card from the previous step. Once you have added both the actor and resource for each event, you have mapped out and visualized the value chain.

Example:

- *Actors: logistic agent, producer of the resource or waste management company*
- *Resource: candy box used in supermarket*

1.3 · Breakdowns

Use the orange cards to mark the breakdowns in the value chain, either at an actor, resource or event, where you think more knowledge is needed.

Example:

- *Event: How much energy is applied to perform the manufacturing process of the candy boxes?*
- *Actor: Is the actor willing to look into how they can source more sustainable materials?*
- *Resource: What is the exact CO₂-eq footprint of the material we use? What are the alternatives with a smaller footprint? Can the material be reused or recycled?*

1.4 · Question cards

Now, you've visualized the value chain. Use the green question cards and apply them as reflections to your mapping.

Example:

- *Which actors are involved in processing the raw materials?*
- *How is the resource handled when it is disposed of?*

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② Idea generation · 15 min.

Divide the post-its between the groups.

Spend 5 minutes on an individual silent brainstorm and generate ideas (i.e. new scenarios) for circular initiatives in the value chain. Write your ideas on post-its - one idea per post-it.

Tip: A brainstorm on a circular initiative could e.g. be how to (directly) reuse plastic packaging buckets for shipping of other products by selling them to a plastic recycling company.

Place the purple 'Scenario' cards in the middle of the table - you can use them if you run out of inspiration and ideas for circular initiatives.

③ Present and select · 15 min.

The next step is to present each of the scenarios to the team and to place them in the value chain. Place them where you think they belong.

Once all the ideas have been presented, you can choose to do a second round of brainstorming if you have been inspired by each other. Remember that it is a good idea to take notes if new thoughts or ideas occur.

Finally, it is about assessing which of the circular scenarios or purple event-pieces you will work on and try to realize.

Spend time discussing which ideas you want to develop further. If you find it hard to choose which idea(s) to move on with, you can use the following questions as a guide:

- What is the time horizon for the different ideas? Are you willing to prioritize short-, medium- or long-term initiatives as an ecosystem?
- How feasible are the solution(s) - e.g., what actors are available? Who is ready for collaboration and potentially changing aspects of their business model?
- Where do you reckon the biggest positive impact lies? E.g., where can you see the biggest reductions in GHG emissions?
- Which ideas are actively working the most on circular principles?

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When you have selected the circular initiative you would like to work on, use the purple event piece and replace it with the post-it on the value chain board.

④ **Make an action plan · 15 min.**

Start by figuring out your roles for making the initiative a reality, and remember to delegate tasks related to the scenario. What does it take to try it in practice, and who among your stakeholders can help make it possible?

Consider any rebound effects of the new scenarios. For example, does a scenario create more transport so that you do not save any energy in the end? What other trade-off might you run into, and what assumptions do you have related to the coming initiative(s)? Remember to write this down and keep them in mind along the way.

Finally, remember to arrange a follow-up meeting where everyone reports on the tasks they have been working on.

Contact:

Do you have questions about the toolkit or would you like to book a workshop with us?

Send Therese Balslev an e-mail on thb@ddc.dk

