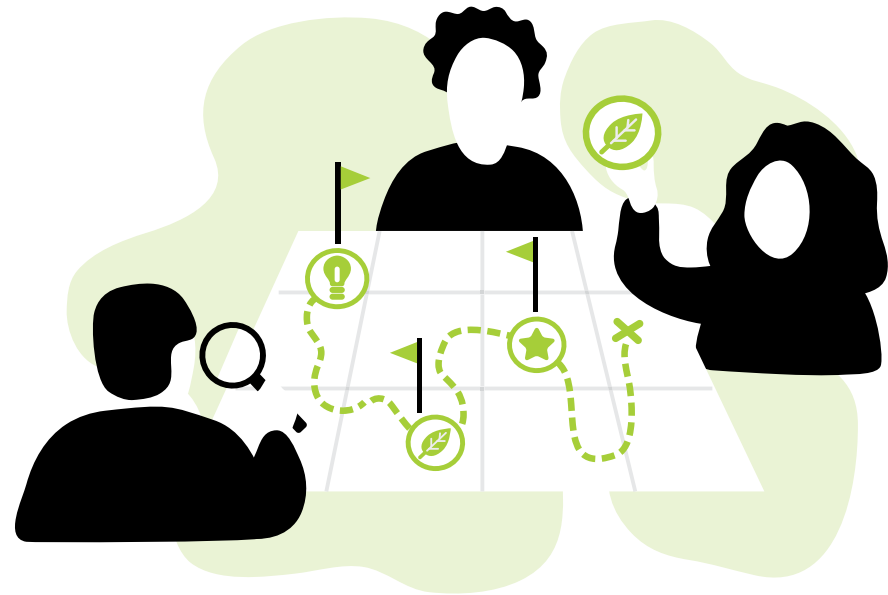


## BR.2

# Do a roadmapping workshop with input from value chain partners

### *Complex activity*

The aim of this activity is to develop a roadmap that will enable the company to implement the new business model and achieve the strategic goals.



### INPUTS

- *Roadmap Development Matrix template from the activity BR.1 Prepare for the roadmapping workshop.*
- *The new business model selected for implementation from the activity BM.19 Pitch the new business model to the CEO.*
- *Understanding of who are the key value chain partners and stakeholders for the company from the activity PR.3 Build the right external partnerships.*

### OUTPUTS

- *Roadmap for eco-innovation implementation used in the activity BR.3 Define and prioritise the requirements of the first project.*

## BR.2 Do a roadmapping workshop with input from value chain partners

There are two important considerations for the roadmapping workshop. The first is how to obtain input from key value chain partners and stakeholders because many innovation ideas will rely on the involvement of external stakeholders or value chain partners. Refer back to the *Life Cycle Stakeholders template* you completed in *PR.3 Build the right external partnerships*, to remind yourself of who the key stakeholders may be. One option is to complete an internal roadmapping workshop first and then invite the key stakeholders and partners to provide their feedback and input within a separate meeting. Alternatively, where an idea is particularly important to the overall roadmap, you may wish to hold a meeting with the partners first to discuss the scope and possible timing of a project and then hold the internal roadmapping workshop at a later date (refer back to the activity *PR.3 Build the right external partnerships* for advice on how to engage potential partners for eco-innovation). Whichever method you apply for gathering input from value chain partners, the roadmap is not complete until the relevant sections have been reviewed and approved by the partners that will be involved in its implementation – which can be a substantial task.

The second important consideration for the roadmapping workshop is how to organize the innovation ideas into ‘projects for eco-innovation’. Some innovation ideas may be very large and require several person-years of effort to implement. This type of innovation idea will be easier to implement and manage if it is split into several smaller projects. Conversely, some innovation ideas may be very small and easy to implement. It might therefore make sense to group together several of these small innovation ideas to form a single project. When performing this breaking-up of large innovation ideas and grouping together of small innovation ideas, you should aim

to end up with projects that are between 1 month and 12 months in duration. Projects shorter than 1 month may not be very productive once the management overhead for setting up and closing down the project are taken into account. For projects longer than 12 months maintaining the motivation of the staff and tracking progress can become difficult.

### HOW TO GO ABOUT IT

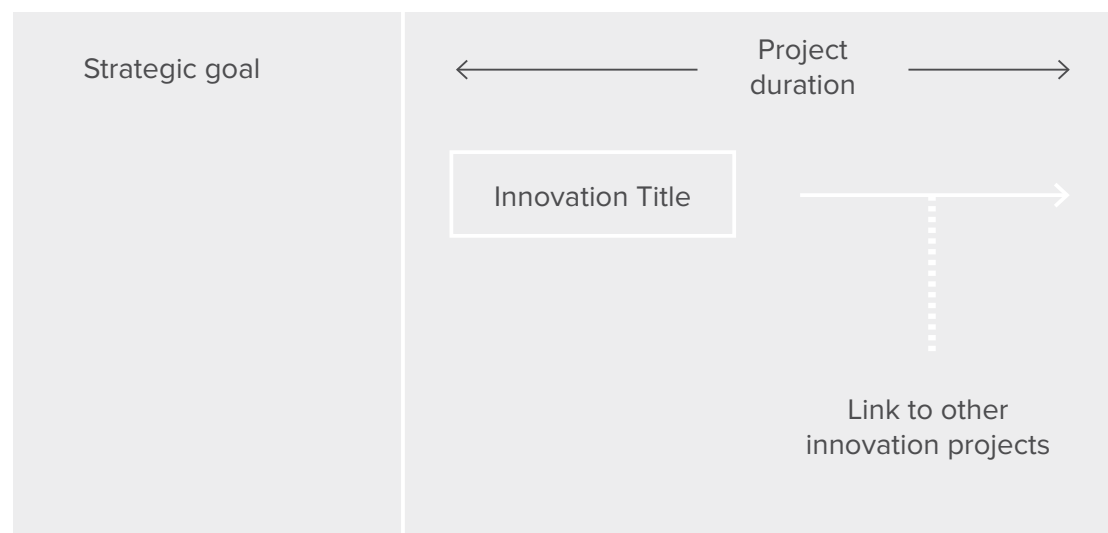
1. Review the *Roadmap Development Matrix template* if it contains some very large innovation ideas (that will require over 12 months to implement) try to break these up into a series of smaller projects of 1-12 months’ duration. Similarly, if the roadmap contains some very small innovation ideas, try to group these into a single project of at least one month’s duration.
2. Once you have split/grouped the innovation ideas into reasonable sized projects for eco-innovation, the next step is to create a logical sequence in which to tackle the projects, keeping in mind the following considerations:
  - Start by analyzing the pre-requisites for each project for eco-innovation, as these are often non-negotiable.
  - Projects that are low cost, have a short payback period and are low risk are the ideal starting points for companies that are new to eco-innovation.
  - However, after the first couple of projects it is important to start some of the more challenging, long-term projects otherwise they might never be completed.
  - Projects implementing innovation ideas that impact on the ‘customer facing’ (right) half of the business model canvas may

## BR.2 Do a roadmapping workshop with input from value chain partners

be considered inherently higher risk than those that impact on the 'back end' (left) half of the canvas.

- Where a project for eco-innovation will require input from specialist personnel or external partners, the availability of the necessary personnel/partner may dictate when the innovation is implemented.
  - Do any of the strategic goals have a short timeline for completion? If so, the projects for eco-innovation linked to that goal will need to be prioritized for early implementation in the roadmap.
3. Use the logical sequence you have developed for the projects to build a roadmap diagram which shows the relationship between strategic goals and projects as well as the sequencing and estimated duration of each project for eco-innovation, following the example provided below.
  4. Make sure that you have clearly defined the scope for each project on the roadmap and captured any significant details of exclusions from the scope. In particular, make sure that the scope of the first project on the roadmap has been agreed and recorded - further advice on defining the scope of the first project is provided in the next activity.
  5. Organize a meeting to discuss the roadmap with each of the value chain partners that will be involved in one or more project for eco-innovation. Use the meeting to confirm that the scope, timing and deliverables for the projects they are involved in and check that they are still willing and able to participate in the eco-innovation activities.

### Template of Roadmap



# Roadmap

Project

Date

Version

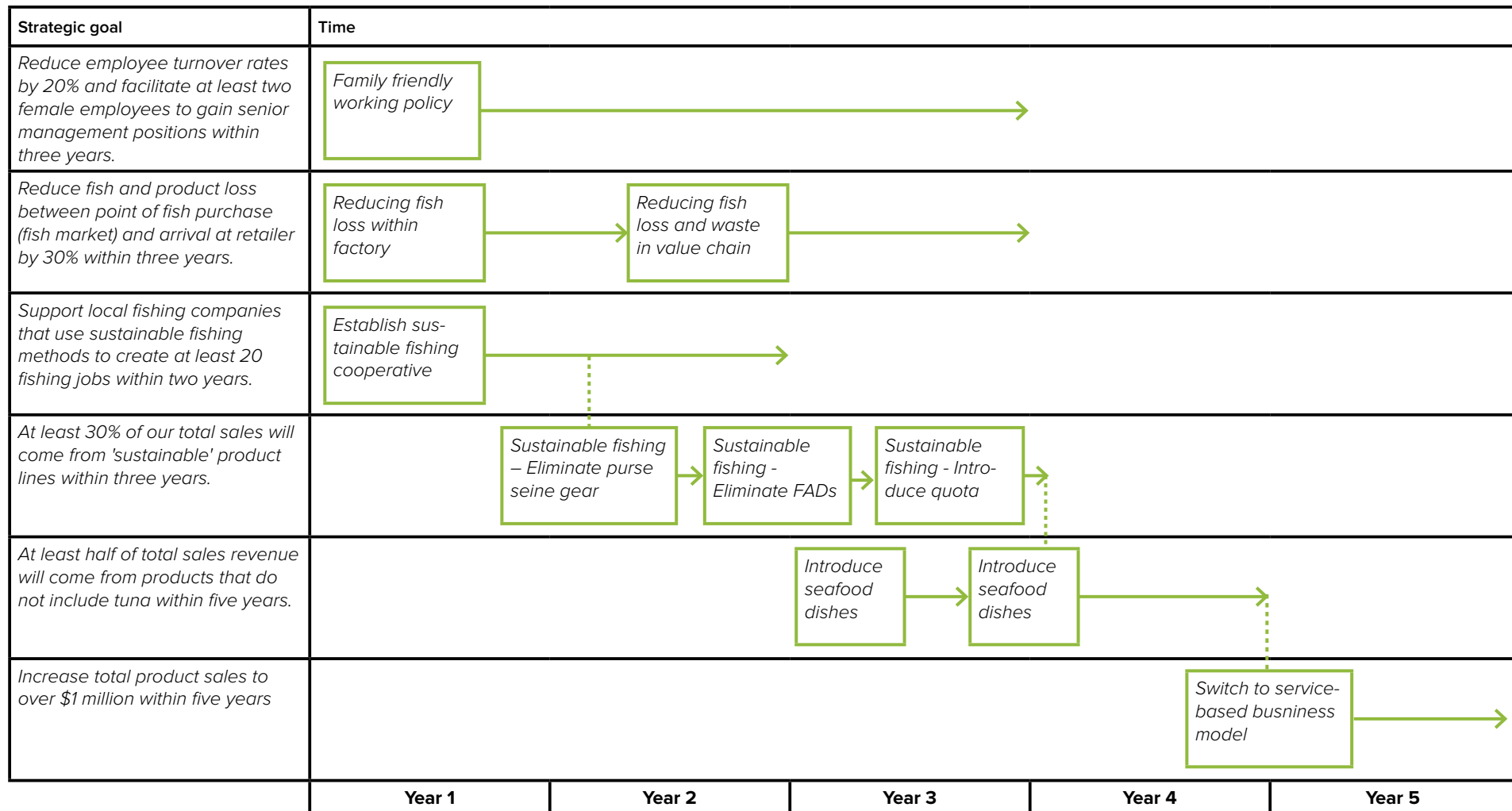
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Used during activities

## BR.2

## BR.2 Do a roadmapping workshop with input from value chain partners

### LEARNING CASE STUDY OF ROADMAP



## BR.2 Do a roadmapping workshop with input from value chain partners

### TIPS & TRICKS

#### INVOLVE THE CEO

It is of critical importance to involve representatives from the Senior Management Team, and particularly the CEO, in the roadmapping workshop as the w of the workshop will determine the scope of the first project for eco-innovation to be worked on, which will need to be fully supported by the Senior Management Team.

#### IDENTIFY QUICK WINS

It is worth trying to specifically identify some 'quick win' projects, which are projects that require very little financial input or time from the company but can provide some immediate benefits. For example, sometimes a simple change in working practices - like switching off machinery overnight and at weekends - is all that is required to save significant energy or waste in production processes and delivers immediate cost savings. If you can find some, including 'quick win' projects early on in the roadmap is a good way to build support for the longer, more complex projects that will come later in the roadmap.

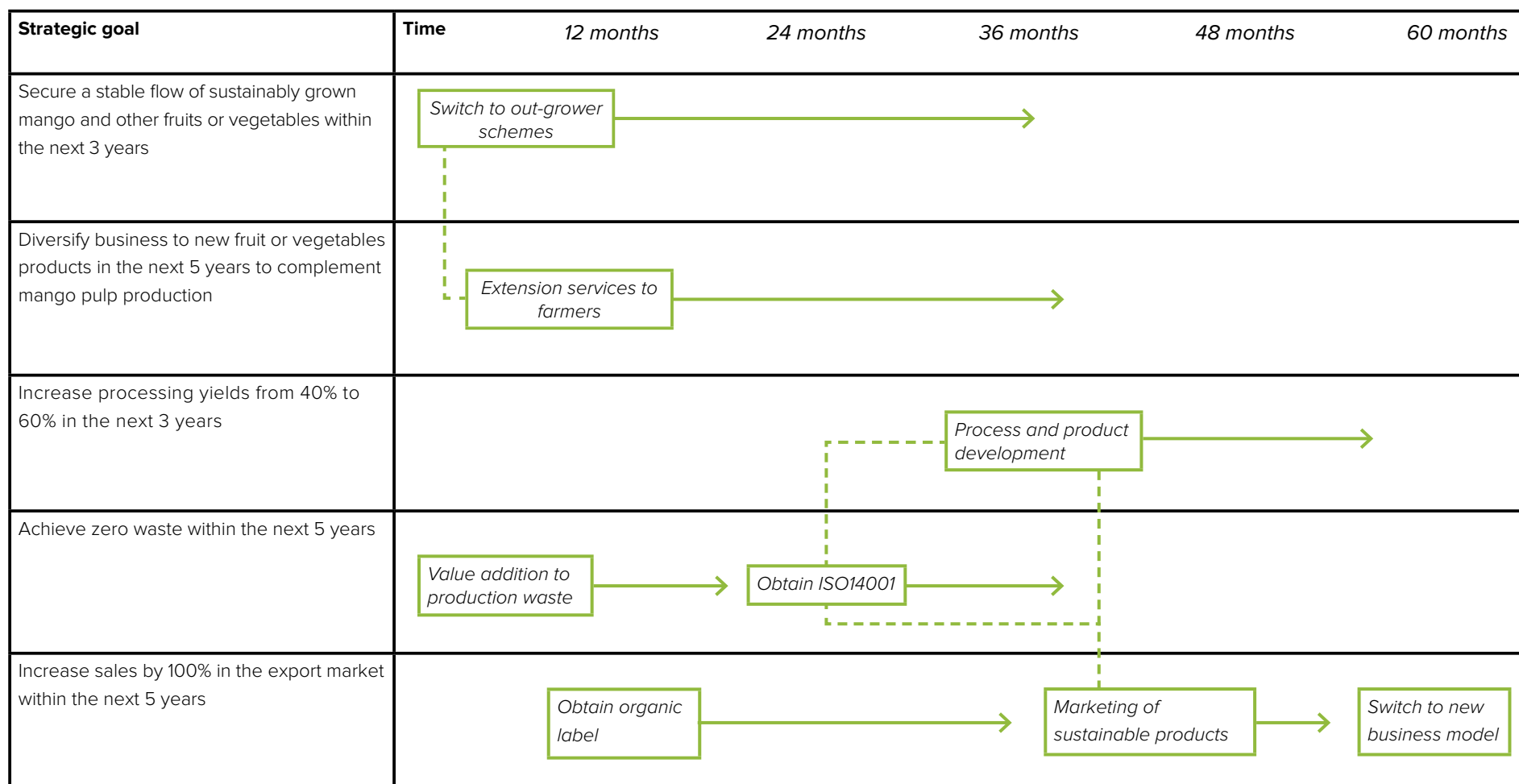
#### INVOLVE PARTNERS EARLY ON

Remember that value-chain cooperation is often the key to success in eco-innovation implementation so try to engage potential partners as early as possible and ensure that you understand their challenges and interests so that the projects for eco-innovation can be shaped to deliver benefits for all the partners involved and build a more sustainable value chain.

→ Further information in the Agri-foods, Chemicals and Metals Supplements

## BR.2 Do a roadmapping workshop with input from value chain partners

### LEARNING CASE STUDY OF ROADMAP



## BR.2 Do a roadmapping workshop with input from value chain partners

### LEARNING CASE STUDY OF ROADMAP

Strategic goal	Time	6 months	12 months	18 months	24 months
Reduce chemical footprint between raw material extraction and use by 15% in 3 years		Value mapping of all process steps in company	Train suppliers on value mapping and chemical footprinting techniques	Develop web-based LCA tool to help customers (designers) measure their product's environmental footprint	
Manufacture sustainably-sourced and biodegradable printing ink within 2 years while maintaining the same performance quality		Introduce green procurement standards for ink ingredients	Use GHS Column Model to screen and compare alternative chemicals	Pilot test new ink ingredients	
Reduce polyester based products sold by the company from ending up in the landfill by 25% within 2 years and by 75% within 4 years		Screen most technologies for the chemical recycling of end of life polyester	Develop logistics system for Fibre Leasing	Pilot test chemical recycling of returned material from different customers	
Eliminate hazardous chemicals listed by the ZDHC initiative in 2 years through a combination of substitution and technological improvements		Reduction & substitution of hazardous wet textile processing chemicals	Prepare a chemical inventory and identify priority restricted substance	Pilot test substitute chemicals for quality performance	
Increase sales by 25% in three years while increasing productivity by 15%		Implement Just-in-Time delivery for speciality chemicals	Implement Lean Manufacturing techniques		
To become the leading supplier of sustainably sourced and manufactured processed textiles for corporate wear costumers		Develop Fibre Leasing concept with key corporate wear customers. Communicate added value		Begin marketing Fibre Leasing corporatewear	Switch to new Fibres Leasing Business Model



## BR.2 Do a roadmapping workshop with input from value chain partners

### LEARNING CASE STUDY OF ROADMAP

