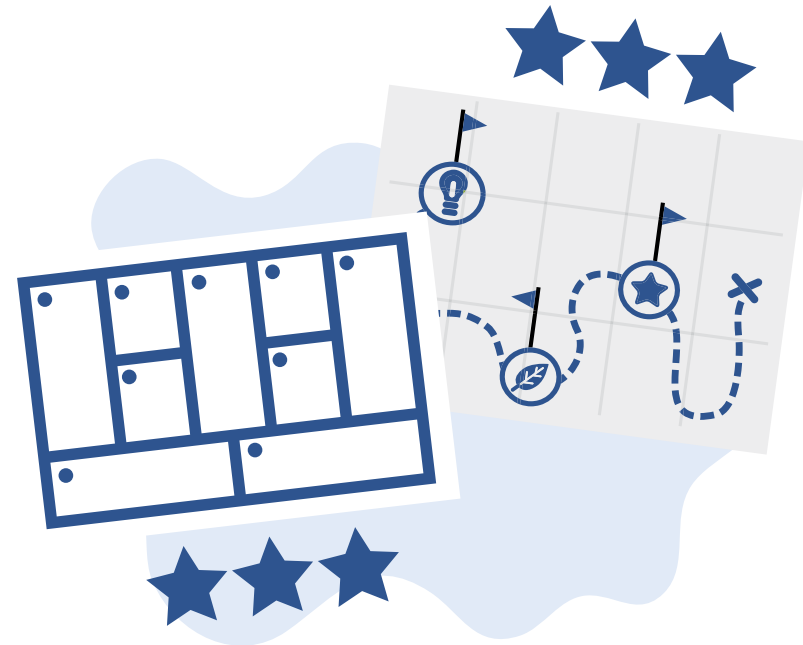


RE.3

Review the business model and roadmap

Requires dialogue

The aim of this activity is to review the business model and roadmap then make any necessary changes based on what you have learnt during the first project for eco-innovation.



INPUT

- Results of the first project for eco-innovation.
- Short report describing the outputs of the *Project Review template* from the activity *RE.1 Do a project review workshop*.
- Five actions that could be implemented to improve the performance of future projects from the activity *RE.2 Do a personal review*.

OUTPUT

- A proposal for changes to the business model and roadmap or confirmation that no changes are required used in the activity *RE.4 Present the review conclusions and agree next steps with the CEO*.

RE.3 Review the business model and roadmap

The *Business Model and Roadmap Review template* can be completed to a large extent by you working alone. You can then present your findings and recommendations to the CEO and Senior Management Team. The key activities in this review are discussed below. Note that the focus is on the roadmap and business model because the overall strategy should not need updating regularly, although some small adjustments to the strategy and goals may be necessary at times.

HOW TO GO ABOUT IT

Key activities to cover within the review of the business model and roadmap:

- Look again at the recommendations from the *Project Review template* and consider if there are any implications for the business model or roadmap? For example, is there a need for additional training on topics like life cycle thinking before proceeding with the next project? Was the lack of engagement from suppliers highlighted as a problem, and if so, what could be done to address this?
- Review the business model and try to evaluate:
 - Is there any new information of evidence that strengthens or weakens your confidence in the validity of the business model? In particular, what has been the response of competitors? How are they adapting, and are new competitive threats emerging? If you have serious concerns about the validity of the business model then your recommendation to the company should be to revisit the *SET BUSINESS MODEL* phase in order to address the issues.
 - What progress was made during the last project on the sustainability hotspots identified during the In-Depth Assessment?
- Were any new performance gaps identified over the course of the project? If so, try to generate new project ideas to overcome those gaps and add them to the roadmap.
- Review the roadmap and decide:
 - Is there any new information of evidence that strengthens or weakens the case for completing any of the roadmap items? Remove any items that are no longer important or relevant.
 - Are there any new ideas that should be added to the roadmap? Where should they fit in?
 - Is the order of the roadmap items still valid? If not, how should it change?
 - Which idea, or combination of ideas on the roadmap, would make a logical next project for the company?

→ Further information in the Chemicals and Metals Supplement

RE.3 Review the business model and roadmap

Template of Business Model and Roadmap Review



Business model and roadmap review

Project _____

Date _____

Version _____

Results from project review

Are there any implications for the business model or roadmap?

Are there any important issues that need to be addressed before proceeding with the next project? e.g. additional training, new partnerships, input from suppliers?

Validity of business model

Is there any new information of evidence that strengthens or weakens your confidence in the validity of the business model?

In particular, what has been the response of competitors? How are they adapting, and are new competitive threats emerging?

Progress on sustainability hotspots

What progress was made during the last project on the sustainability hotspots identified during the In-Depth Assessment?

Performance gaps

Were any new performance gaps identified over the course of the project?

What new project ideas could be good to overcome those gaps and add them to the roadmap?

Validity of roadmap

Is there any new information of evidence that strengthens or weakens the case for completing any of the roadmap items?

New ideas to roadmap

Are there any new ideas that should be added to the roadmap? Where should they fit in?

Roadmap order

Is the order of the roadmap items still valid? If not, how should it change?

Next project

for the company

Which idea, or combination of ideas on the roadmap, would make a logical next project for the company?

RE.3 Review the business model and roadmap

LEARNING CASE STUDY OF BUSINESS MODEL & ROADMAP REVIEW

Results from project review

- Service Provider and key company staff should complete some training on change management

Validity of business model

- Fisherpeople seem keen to engage on the topic of reducing fish loss in the value chain. This suggests they will be willing to engage in other sustainability topics as well
- Competitors have been trying to poach key production staff to learn more about how to reduce fish loss

Progress on sustainability hotspots

- Reduced fish loss in factory by 28%. This represents a significant proportion of the fish loss in the overall value chain.

Performance gaps

- No performance gaps identified

Validity of roadmap

- Identified poor cold storage during transportation from market to factory as a major source of fish loss therefore still a strong need to complete the project 'Reducing fish loss in the value chain'

New ideas to roadmap

- May need a specific project on fish loss during transportation

Roadmap order

- Suggest to complete 'Reducing fish loss in the value chain' before 'Sustainable fishing 1' because it will generate cost savings for the fisherpeople that can be invested in the sustainable fishing projects

Next project for the company

- Reducing fish loss in the value chain' proposed as the next project because it will generate cost savings for the fisherpeople that can be invested in the sustainable fishing projects

RE.3 Review the business model and roadmap

TIPS & TRICKS

EVERY END IS A NEW BEGINNING

When reviewing the performance of the business model and the roadmap progress, you can consider revisiting the PREPARE phase to keep abreast of recent development in the chemical sector with respect to potential regulations in domestic and export markets, voluntary initiatives or supply chain pressures (e.g. Restricted Substances Lists), new value-adding marketing tools (e.g. eco-labels), as well as new and innovative business techniques to improve supply chain management, value chain engagement and business performance. By offering such services, you may be able to develop a long-term business relationship with key clients.



RE.3 Review the business model and roadmap

LEARNING CASE STUDY OF BUSINESS MODEL & ROADMAP REVIEW

Results from project review

- In the course of transition to the new business model, the BikeBizz Co. faced considerable changes regarding different company aspects.
- The new Value Proposition includes the aspect of sustainable sourcing and producing bicycles, as well as the whole service section ("Return&Reuse" model and maintenance services).

Validity of roadmap

Progress on sustainability hotspots

- Progress on the procurement of sustainably sourced material including different metals (e.g. steel and aluminium) and non-hazardous chemicals (e.g. lead free paints, water based lubricants); using sustainable production methods; and offering a range of new services (e.g. maintenance, "Return&Reuse", microfinancing).

Performance gaps

- New costs also arise, such as newly employed staff for the "Return&Reuse" work, or the costs related to the changes for making the production process more sustainable

Validity of business model

- Channels do not undergo significant change, while the customer relationship is strengthened through the establishment of the services and the return schemes.
- On a positive note, revenue is increased via additional earnings from the service provisions and monetary savings due to increased resource efficiency.

New ideas to roadmap

Roadmap order

Next project for the company