

The Circular Vision Canvas

Designed for:

Designed by:

Date:

Version:

CIRCULAR AMBITION <i>Clarify the intent and depth of circular transformation</i> ☐ What does “circular” mean for us specifically? ☐ Are we aiming for optimisation, redesign, or reinvention? ☐ Which time horizon (short / mid / long term)? ☐ What level of commitment (pilot / portfolio / core strategy)?	VALUE CREATION LOGIC <i>Define how circularity generates value</i> ☐ What types of value are we targeting? Economic (revenue, cost reduction) Environmental (resource reduction, emissions) Social (jobs, community, wellbeing) ☐ How does circularity improve competitiveness? ☐ Which value propositions may change?	STRATEGIC POSITIONING <i>Position circularity within the firm's identity and market stance</i> ☐ Is circularity efficiency-driven, differentiation-driven, or mission-driven? ☐ How do we want to be perceived (innovator, responsible actor, leader)? ☐ Which markets / segments are prioritised? ☐ How does circularity align with brand strategy?
CIRCULAR OPPORTUNITIES <i>Identify promising directions</i> ☐ Which lifecycle phases hold the largest opportunity? Design / sourcing / production / use / end-of-use ☐ Which circular strategies are most relevant? Longevity, reuse, repair, remanufacturing, recycling, services ☐ Where are quick wins vs transformative plays?	TRANSFORMATION SCOPE <i>Determine the scale and organisational reach</i> ☐ What changes are required? Product Business model Ecosystem / partnerships ☐ Incremental or radical change? ☐ Which business units/functions are affected?	ECOSYSTEM IMPLICATIONS <i>Recognise interdependencies early</i> ☐ Which actors must be involved (suppliers, recyclers, platforms, customers)? ☐ What new roles or collaborations emerge? ☐ Are there dependency risks? ☐ Who captures value and who invests?
CAPABILITIES & ENABLERS <i>Link ambition to readiness</i> ☐ Which capabilities are required? Design, digitalisation, logistics, partnerships, financing ☐ What do we already have? ☐ What must be developed or acquired? ☐ Which technologies/data layers are key (e.g., DPP, tracking)?	RISKS & TENSIONS <i>Surface paradoxes and constraints</i> ☐ Where do we foresee tensions? ☐ Viability vs sustainability ☐ Standardisation vs differentiation ☐ Control vs openness ☐ What may resist change internally or externally? ☐ Which uncertainties are critical?	SUCCESS DEFINITION <i>Make progress measurable</i> ☐ What does success look like in 3–5 years? ☐ Which KPIs matter? ☐ Financial ☐ Circularity/material flows ☐ Customer/market impact



FRANCESCO

Circular Solutions for Furniture
A Horizon Europe Initiative