

Tool 2.1 Circular Vision Canvas

Tool 2.1 – Circular Vision Canvas

Phase 2 – Strategic Framing

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



FRANCESCA
Circular Solutions for Furniture
A Horizon Europe Initiative

Objective of the Tool

The Circular Vision Canvas helps organisations define the strategic intent of their circular economy transition. The tool supports companies in clarifying their level of ambition, identifying strategic opportunities, and positioning circularity within their broader business strategy. It enables organisations to develop a shared vision internally of how circularity contributes to long-term competitiveness, sustainability performance, and ecosystem collaboration.

What the Tool Is

The Circular Vision Canvas is a strategic reflection tool used to frame the direction and ambition of circular transformation. It helps organisations articulate what circularity means for them, identify where opportunities lie across the product lifecycle, and define how circular strategies fit with their market positioning and organisational capabilities. The canvas structures strategic discussions around ambition, value creation, ecosystem implications, risks, and capabilities required for implementation.

When to Use the Tool

The Circular Vision Canvas is particularly useful in the early stages of a circular transformation journey when organisations need to define their strategic direction. It can be used when companies are:

- Exploring the strategic relevance of circular economy principles
- Defining long-term circular ambitions
- Aligning internal stakeholders around a shared circular vision
- Identifying strategic opportunities for circular innovation
- Preparing circular business model development initiatives
- Connecting sustainability strategy with market positioning

How to Use the Tool

Step 1 – Define Circular Ambition: Clarify what circularity means for the organisation and the depth of transformation pursued.

Step 2 – Define the Value Creation Logic: Identify the types of value circularity is expected to generate.

Step 3 – Define Strategic Positioning: Determine how circularity supports the organisation's competitive positioning and brand identity.

Step 4 – Identify Circular Opportunities: Explore which lifecycle phases offer the greatest circular innovation potential.

Step 5 – Define Transformation Scope: Identify the organisational scale of change required.

Step 6 – Analyse Ecosystem Implications: Identify external actors and partnerships required for circular transformation.

Step 7 – Identify Risks and Tensions: Surface internal and external constraints that may challenge the circular transition.

Step 8 – Identify Capabilities and Enablers: Assess which organisational capabilities and technological enablers are required.

Step 9 – Define Success Criteria: Establish how progress and impact will be measured over time.

Expected Output

The exercise produces a Circular Vision Map describing:

- The organisation's level of circular ambition
- Strategic value creation objectives
- Market positioning of circular initiatives
- Key circular innovation opportunities across the lifecycle
- The organisational scope of transformation
- Ecosystem actors involved in circular implementation
- Key risks and tensions shaping the transition
- Required capabilities and enabling technologies
- Strategic success indicators and long-term targets

This shared vision provides a strategic foundation for developing circular business models and ecosystem collaborations.

Key Dimensions of the Circular Vision Canvas

1. Circular Ambition

Clarifies the organisation's level of ambition and commitment to circular transformation. This includes defining what circularity means for the organisation and determining whether the focus is on optimisation, redesign, or full business model reinvention.

Guiding question:

What level of circular transformation are we aiming for?

2. Value Creation Logic

Defines how circularity generates different forms of value. This may include economic value, environmental benefits such as resource reduction and emissions mitigation, or social value such as job creation and community impact.

Guiding question:

How does circularity generate value for the organisation and society?

3. Strategic Positioning

Positions circularity within the organisation's market and brand strategy. Circularity may support differentiation, operational efficiency, or mission-driven positioning.

Guiding question:

How does circularity strengthen our strategic positioning?

4. Circular Opportunities

Identifies promising innovation opportunities across product lifecycle stages such as design, sourcing, production, use, and end-of-use management.

Guiding question:

Where are the most promising opportunities for circular innovation?

5. Transformation Scope

Determines the organisational scale and reach of circular transformation. This may involve changes in product design, business models, supply chains, or ecosystem partnerships.

Guiding question:

Which organisational areas will be affected by circular transformation?

6. Ecosystem Implications

Recognises the ecosystem interdependencies required for circular systems to function. This includes suppliers, logistics partners, recyclers, digital platforms, and customers participating in circular flows.

Guiding question:

Which ecosystem actors must be involved?

7. Risks and Tensions

Surfaces strategic tensions or uncertainties that may influence circular transformation. These may include trade-offs between sustainability and economic viability, control versus collaboration, or innovation versus operational stability.

Guiding question:

Which tensions or uncertainties may affect the transition?

8. Capabilities and Enablers

Identifies the organisational capabilities and technological enablers required to implement circular strategies. This may include product design capabilities, digital tracking systems, data infrastructure, logistics capabilities, and ecosystem management skills.

Guiding question:

Which capabilities and technologies are required to support circularity?

9. Success Definition

Defines how success will be evaluated over time. This may include financial indicators, circularity performance metrics, resource flow indicators, and customer adoption measures.

Guiding question:

What does success look like in the medium to long term?



Co-funded by
the European Union

Author: University of Vaasa) CC BY-NC-SA 4.0. Funded by the European Union under the grant agreement No 101182003. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Research Executive Agency (REA). Neither the European Union nor the REA can be held responsible for them.

\FRANCESC/

Circular Solutions for Furniture
A Horizon Europe Initiative



Co-funded by
the European Union