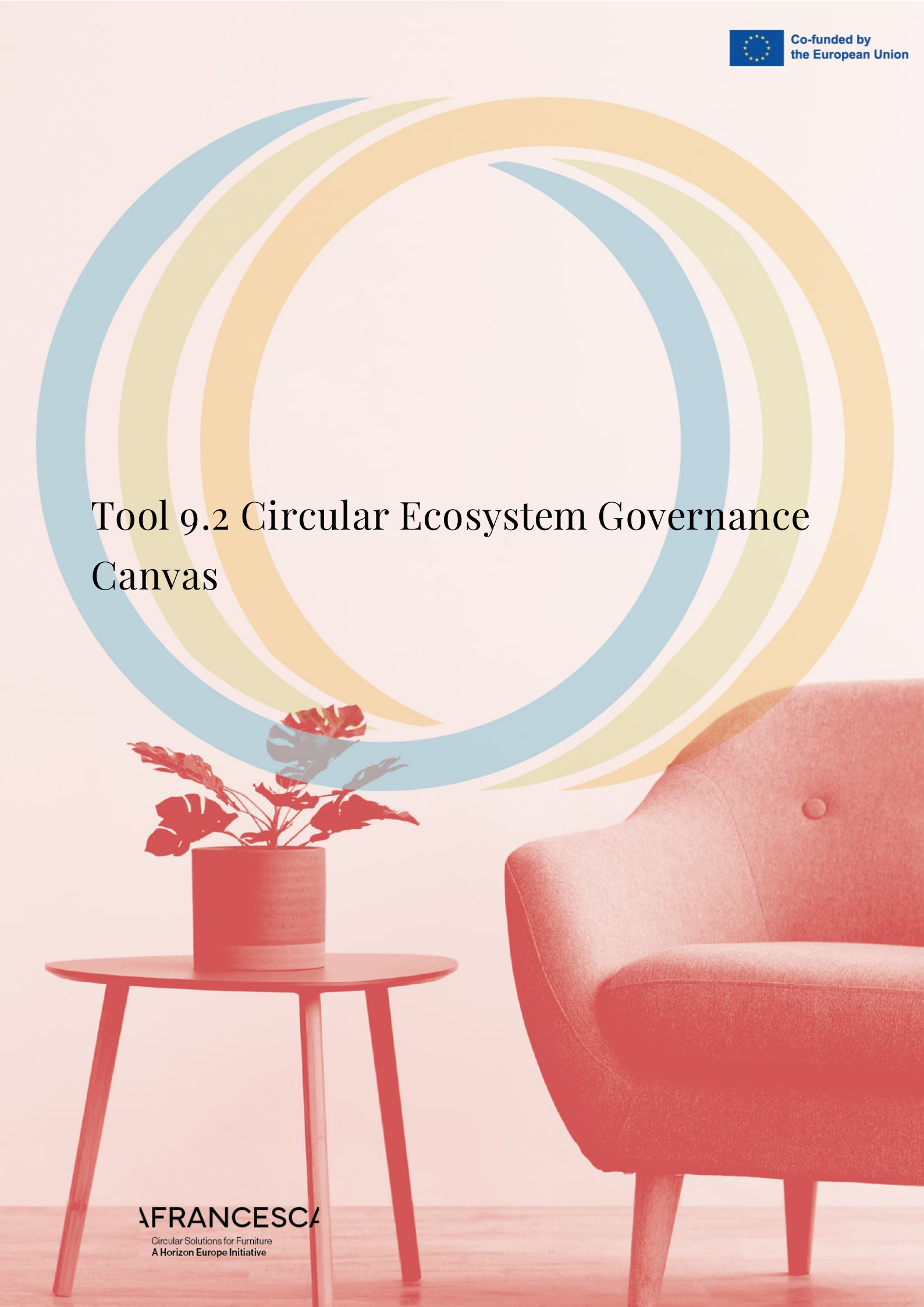




Tool 9.2 Circular Ecosystem Governance Canvas

Tool 9.2 – Circular Ecosystem Governance Canvas

Phase 9: Scaling & Governance

Circular Ecosystem Governance Canvas

Designed for:

Designed by:

Date:

Version:

ECOSYSTEM PURPOSE <i>What collective goal brings the ecosystem together?</i> ☐ What shared problem does the ecosystem solve? ☐ What sustainability outcomes are targeted? ☐ What value is created for the ecosystem as a whole?	CORE ACTORS <i>Who are the key actors in the ecosystem?</i> ☐ Which actors are essential for the system to work? ☐ Which actors control critical resources or infrastructure?	ROLES AND RESPONSIBILITIES <i>What does each actor do?</i> ☐ Who performs which activities? ☐ Who owns the product at each lifecycle stage?
COORDINATION STRUCTURE <i>How is the ecosystem coordinated?</i> ☐ Who coordinates the ecosystem? ☐ How are activities synchronized? ☐ How are conflicts resolved?	DECISION-MAKING MECHANISMS <i>How are strategic and operational decisions made?</i> ☐ Who decides on strategy? ☐ Who decides on operational issues? ☐ How are disagreements resolved?	INCENTIVES AND VALUE DISTRIBUTION <i>Why should actors participate?</i> ☐ What economic value does each actor receive? ☐ Are incentives aligned? ☐ Are risks fairly distributed?
INFRASTRUCTURE AND DATA GOVERNANCE <i>What shared infrastructure supports the ecosystem?</i> ☐ Who owns and manages the data? ☐ Who funds infrastructure? ☐ How is interoperability ensured?	RULES AND STANDARDS <i>What formal rules guide the ecosystem?</i> ☐ What standards ensure trust? ☐ How is compliance monitored?	SCALING STRATEGY <i>How will the ecosystem grow?</i> ☐ What mechanisms enable ecosystem expansion? ☐ What resources are required for scaling?



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Objective of the Tool

The Circular Ecosystem Governance Canvas helps organizations design the governance structure of a circular ecosystem by clarifying roles, responsibilities, coordination mechanisms, and incentives among ecosystem actors.

The tool supports the transition from individual circular initiatives or pilots to coordinated ecosystem collaboration, ensuring that actors involved in circular value chains can work together effectively while maintaining aligned incentives and accountability.

What the Tool Is

The Circular Ecosystem Governance Canvas is a strategic coordination tool that helps ecosystem partners define how collaboration is organized and governed.

It provides a structured way to map:

- the key actors involved in the circular ecosystem
- their roles and responsibilities
- the mechanisms used to coordinate activities
- the incentives that motivate participation
- the rules and governance arrangements that enable long-term collaboration and scaling

The canvas supports discussions among companies and stakeholders to make governance arrangements explicit and actionable.

When to Use the Tool

The tool is particularly useful when organizations are:

- developing multi-actor circular business models
- designing take-back, repair, refurbishment, or reuse systems
- coordinating reverse logistics networks
- building digital infrastructure such as Digital Product Passports
- moving from pilot projects to ecosystem-level implementation
- expanding or scaling a circular collaboration network

It is typically used after ecosystem actors and value flows have been mapped (e.g., using tools such as the Circular Ecosystem Wheel or Reverse Logistics Canvas).

How to Use the Tool

The canvas is typically completed through a facilitated workshop involving key ecosystem actors.

Step 1 – Define the ecosystem purpose

Clarify the shared objective of the collaboration and the circular outcomes targeted.

Step 2 – Identify ecosystem actors

List the organizations involved in the ecosystem and their role in the value chain.

Step 3 – Define roles and responsibilities

Clarify which actors perform which activities across the product lifecycle.

Step 4 – Design coordination mechanisms

Identify how ecosystem activities are coordinated and who plays an orchestration role.

Step 5 – Define decision-making processes

Clarify how strategic and operational decisions are taken.

Step 6 – Align incentives and value distribution

Discuss how value, costs, and risks are shared among actors.

Step 7 – Define governance rules and infrastructure

Identify standards, agreements, data governance mechanisms, and shared infrastructure.

Step 8 – Discuss scaling mechanisms

Explore how the ecosystem could grow or replicate in other contexts.

Expected Output

The tool produces a clear governance canvas for the circular ecosystem, including:

- a shared understanding of ecosystem roles and responsibilities
- defined coordination and decision-making mechanisms
- aligned incentives for ecosystem participants
- identified governance rules and collaboration structures
- a roadmap for scaling the ecosystem collaboration

The result is a practical governance framework that helps ecosystem partners coordinate activities, reduce collaboration risks, and support the long-term viability of circular business models.

Key Dimensions of the Canvas

1. Ecosystem Purpose

What collective goal brings the ecosystem together?

Examples:

- Scaling furniture refurbishment across Europe
- Implementing take-back and reuse systems
- Developing DPP-enabled traceability for furniture

Guiding questions:

- What shared problem does the ecosystem solve?
- What sustainability outcomes are targeted?
- What value is created for the ecosystem as a whole?

2. Core Actors

Who are the key actors in the ecosystem?

Examples:

- Furniture manufacturers
- Refurbishment companies
- Logistics providers
- Retailers
- Digital platform providers
- Waste management operators

Guiding questions:

- Which actors are essential for the system to work?
- Which actors control critical resources or infrastructure?

3. Roles and Responsibilities

What does each actor do?

Examples:

- Manufacturer: design for repair, provide spare parts
- Refurbisher: repair and remanufacture products
- Platform: coordinate exchanges and provide digital infrastructure
- Retailer: collect used products

Guiding questions:

- Who performs which activities?
- Who owns the product at each lifecycle stage?

4. Coordination Structure

How is the ecosystem coordinated?

Possible structures:

- Lead firm orchestrator
- Platform-based coordination
- Neutral intermediary
- Industry alliance

Guiding questions:

- Who coordinates the ecosystem?
- How are activities synchronized?
- How are conflicts resolved?

5. Decision-Making Mechanisms

How are strategic and operational decisions made?

Examples:

- Lead organization decisions
- Joint steering committee
- Voting mechanisms

Guiding questions:

- Who decides on strategy?
- Who decides on operational issues?
- How are disagreements resolved?

6. Incentives and Value Distribution

Why should actors participate?

Examples:

- Revenue sharing from refurbishment
- Cost savings from shared logistics
- Regulatory compliance benefits
- Reputation and sustainability gains

Guiding questions:

- What economic value does each actor receive?
- Are incentives aligned?
- Are risks fairly distributed?

7. Infrastructure and Data Governance

What shared infrastructure supports the ecosystem?

Examples:

- Digital Product Passport systems
- Reverse logistics infrastructure
- Data platforms
- Shared repair facilities

Guiding questions:

- Who owns and manages the data?
- Who funds infrastructure?
- How is interoperability ensured?

8. Rules and Standards

What formal rules guide the ecosystem?

Examples:

- Quality standards for refurbished furniture
- Data sharing protocols
- Environmental standards

Guiding questions:

- What standards ensure trust?
- How is compliance monitored?

9. Scaling Strategy

How will the ecosystem grow?

Examples:

- Expanding to new regions
- Adding new partners
- Integrating new services

Guiding questions:

- What mechanisms enable ecosystem expansion?
- What resources are required for scaling?



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