

Lessons Learned Chronicle



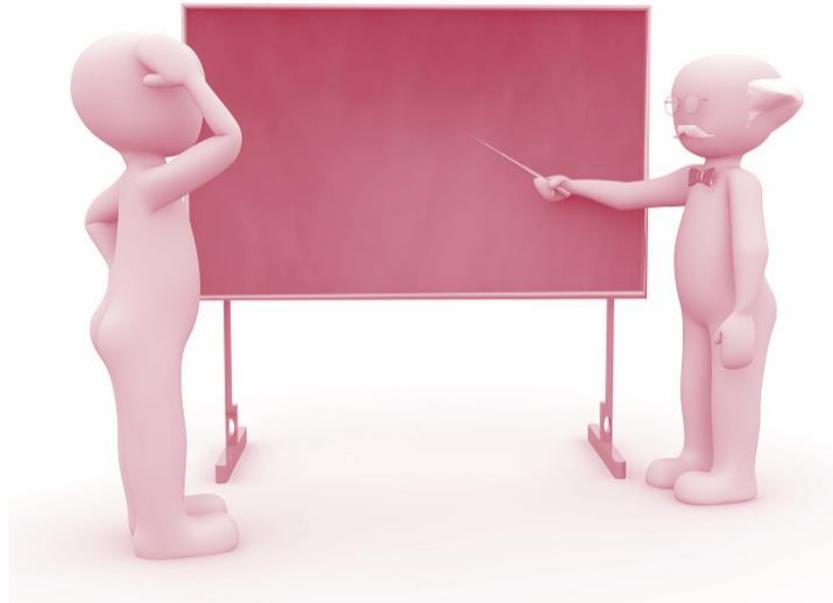
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Lessons learned from COACHES



OBJECTIVES

Did we get our desired results

LEARNINGS

What are the key takeaways



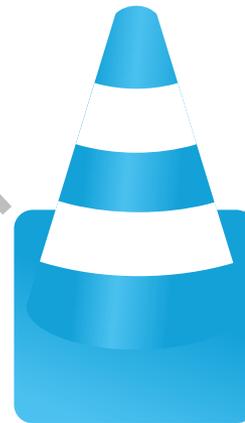
NEGATIVES

What could've gone better



POSITIVES

What went well



NEXT TIME

What could we do differently next time



Did we get our desired results

-  The training platform has great content. It is user friendly and is well structured.
-  The quizzes provide good assessment, the explanation is very clear.
-  The guidance tool is useful and practical.
-  The assessment tool is very useful, complete, user-friendly.
-  The manual for instructors is very useful.



- Quality of the tool (structure, guidance, content) highly ranked
- Flexibility to use in all phases in the entrepreneurship journey in the innovation cycle, beginning with the education up to the use for the execution in practise.
- CircularStart provides inspiration and helps a lot to the BMC definition.
- CircularStart training materials are very updated, including new definitions (ie. new Circularitycs approach).
- Other tools only include an environmental approach, however, CircularStart includes as well social aspects.
- The right message is transmitted to professors.
- People used to the BMC and to the BM concept, will find CircularStart very helpful and supportive.
- Quite high interest on sustainable entrepreneurship tools from the innovation ecosystem.
- Always looking on the usability to integrate it into their daily jobs and existing formats.
- Useful for both entrepreneurs and service providers together and for themselves.
- All the content and tools that were developed are very useful for entrepreneurs, startups and Consultant.



- It may take long to go through all the materials (2/4 days).
- It will be difficult for people starting from zero, with no knowledge on BMs.
- Difficulty of drawing conclusions by performing an exercise simulation.
- There is some imbalance among the 4 modules, especially regarding validation (short).
- The spreadsheet of the assessment tool is too long.
- The guidance tool has too much text.
- It takes long to understand the link between the different CircularStart materials and tools.
- The guiding questions from the BMC, the Guidance Tool and the Manual for Instructors should all be more aligned and coherent.
- More sessions needed to sensitize trainers to the theme of circularity.
- Would be useful for the users to know how much time is expected (number of hours) to spend in the course.
- A lack of matching between the Guidance Tool and the Manual for Instructors.





What are the key takeaways

CircularStart helps to reflect a lot about how to design and redesign a BMC; it is a continuous looping, a continuous exercise.

There are some other tools available, but CircularStart provides a better support to make the BMC circular in a more reflective and continuous way.

The methodology based on the BMC was a wise choice.

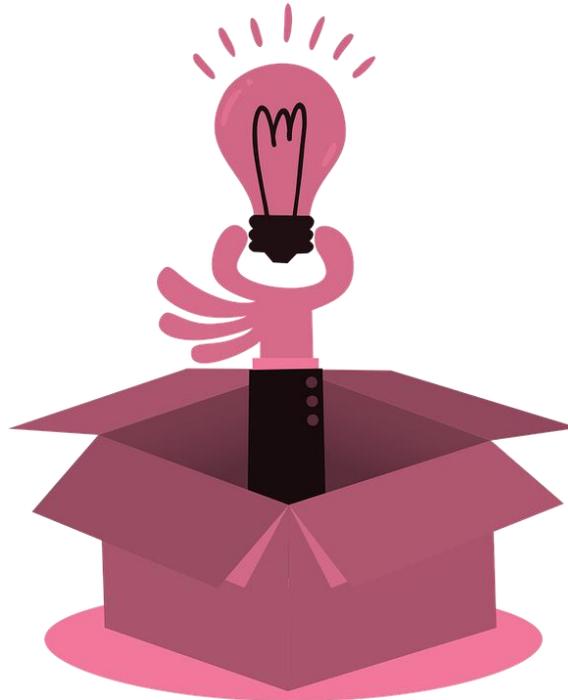
Start-ups learn most when there is an activity or a call to action (learning by doing) addressing their particular case/business. So, the content and therefore, the approach of the training content shown through the platform, must assure the practicality linked to the business they are developing.



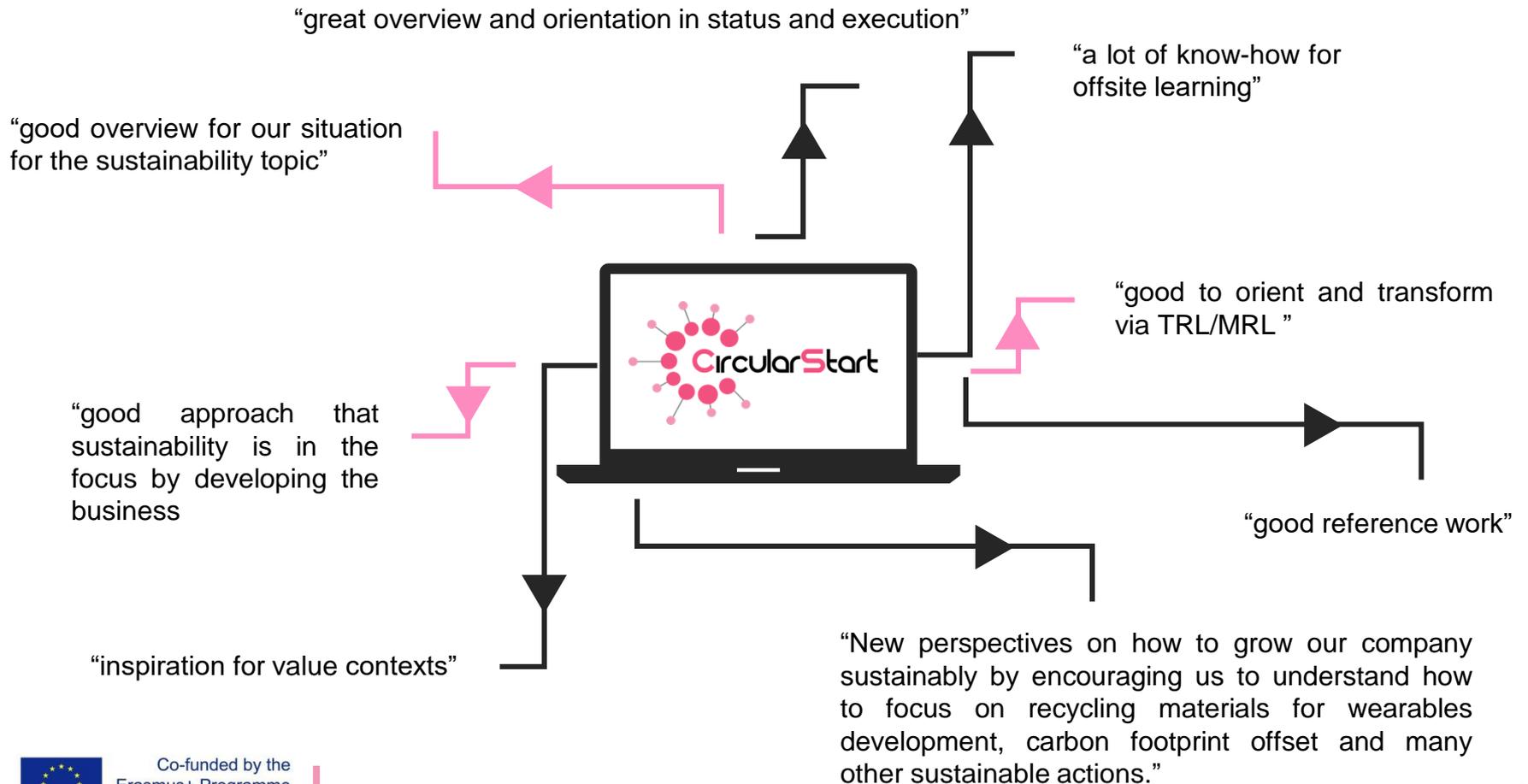
What could we do differently next time

- Improve the format of the BMC to make it more attractive.
- Make the assessment tool more visual in the website.
- The design of the guidance tool can be improved.
- Make the landing to the CircularStart materials more visual in order to have a clear overview and the link among all. One Toolbox (downloadable) at the beginning, could help.
- Assess the possibility of including collaborative tools to design the BMC....
- Harmonize the tools.
- Include a battery of questions at the end of every single module as a call to action.
- In the reflection exercises, add the possibility to fill/note/reflect something in the working tool.
- It would be good to give a diploma/certification, after the completion of the course. So it can be included in LinkedIn, the CV... Good for motivation!

Lessons learned from START-UPS



According to Start-ups, CircularStart offers



CircularStart helps Start-ups to:

“understand better what is meant by sustainability / circular”

“get deeper insights in sustainability and its meaning”

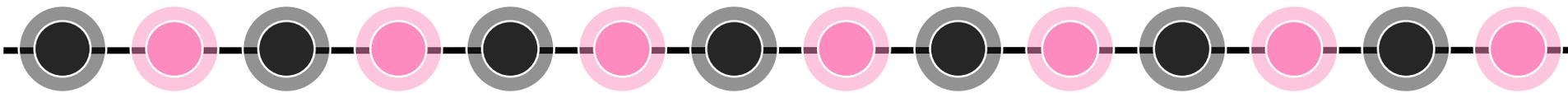
“get ideas for additional sustainability stakeholder validation”

“get an impression also for later stages and measures”

“focus on the value chain and diverse stakeholders helps”

“find a better communication for our value proposition”

“change my way of thinking about my project.”



“to really understand circularity and to improve my business model.”

“widen the stakeholder analysis”

“reassure us that we are on the right path to sustainable development goals when talking about our business idea”

“get ideas for indicators and measures”

“create a detailed market opportunity, Canvas model as well as new documents for investor such as captable, etc. “

“get inspiration for further value possibilities”

“find potential applications of our technology”

Key messages

- “All resources should be looked at even if they are not present in the endeavour’s core business.”
- “Monitoring and validation are key activities for a circular, sustainable business.”
- “Circularity encompasses mitigating social costs and fostering social returns on investment.”
- “guidance helps for further steps”
- “status and guidance helps to focus right”
- “Stakeholder Management is more than just a means to an end.”
- “sustainability is not easy to focus on, circularity is good for one orientation”
- “reflection in the topic of circularity is always helpful”
- “our software and sustainability is more in the leverage of the service for our customer”
- “In a green, socially responsible business, results are required across a range of sectors: The environment, the team, stakeholders such as the state, investors, beneficiaries and clients.”
- “For a social and sustainable business or organization, becoming data-driven is even more complicated.”
- “Sustainable development is the pathway to the future we want for all.”
- “The future will be green, or not at all.”
- “Progress is measured by the speed at which we destroy the conditions that sustain life.”
- “We’ve all got to come together, and we’ve got to protect what’s left of our ancient forests on this planet.”

Lessons learned

A really needed course for those start-ups willing to transition into circular, highlighting the reason behind, the approaches, the principles, the strategy, the necessity, the opportunities (future-oriented line), the value chain, targets, alliances... every single element that guide your business to that transition. Conceptual content but really needed in the beginnings.

The importance to know how others act, do and improve. The specific strategies chosen and the specific elements having developed in every single example or business case as an inspirational element. Although many examples in the materials have been given depending the business (product or service), depending the sector, depending the size, the geographical zone... things may change. It's why start-ups involved in the process stress that more cases of real business/start-ups would strength the CircularStart programme.

The importance to work on our own case, leaving aside simulation or fictitious cases. The approach and format given to the training on working on our real cases gives credibility and it is what gives a real value to the programme. However, a more action oriented activities should be given.

Lessons learned

A really needed course for those start-ups already in but from where they realize and measure how in or not they are, how advanced or not they are, the step ahead they are or not versus the competence or other relevant agents. It gives you a picture of how you are right now in terms of circularity and what you need to know in order to take decisions and guide your business in a more professional way into that direction.

Having the option to see how other start-ups involved also in CircularStart Programme approach their project has been something enriching. But for future editions a more collaborative and team perspective approach would be included. The need of including a teampreneurship perspective to the programme would enrich the programme and every single participant would be supported, complemented and inspired/stimulate by others like them.

The importance of having more time. The duration of the programme is something that the majority of the participants has considered as too short, as in many cases deeper reflections, more mentoring sessions, more testing with stakeholders, a kind of prototyping... would have been needed. For future editions something longer in time would be the most suitable thing. Too much reading and implementation (assessment tool, exercises to do) in the interim.

Lessons learned from CONSORTIUM PARTNERS



Lessons learned

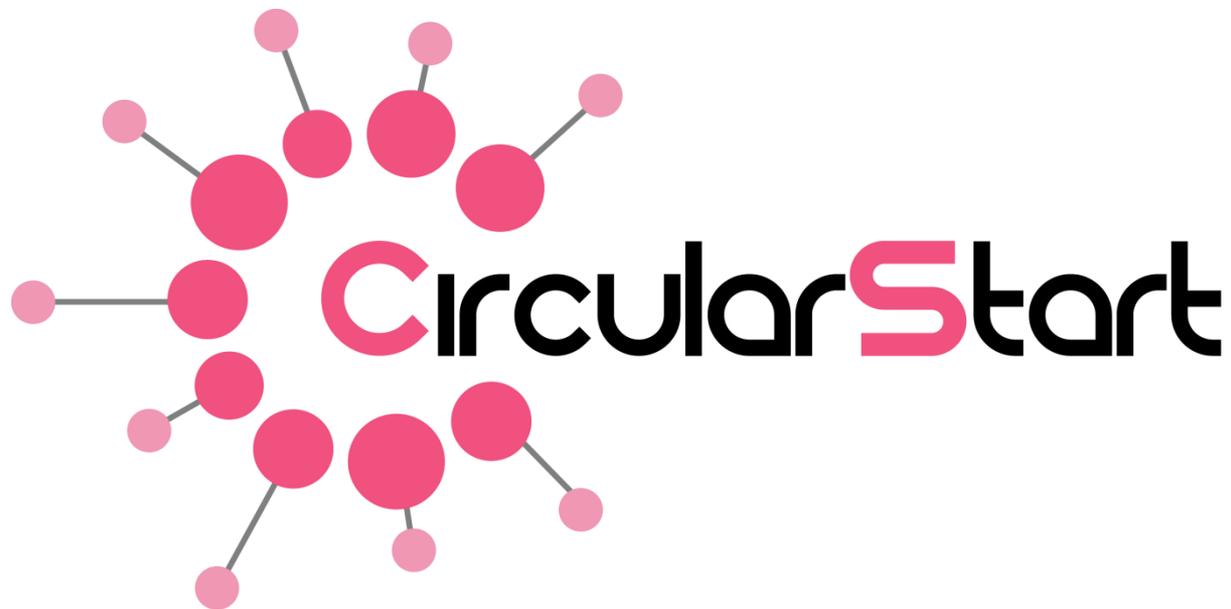
ABOUT METHODOLOGY

- The discussion at the beginning of the course about the format and having visualised the structure of the course was a great help.
- The development writing procedure of the content was very efficient.
- The work in groups to structure the different units and modules/courses, where even the main sources of information were suggested, was optimal.
- Partners' contribution through their own experiences was inspiring (ie. results from other projects, different designs and formatting styles...)
- The contrast of the initial proposals with some of the Associated Partners was very helpful too.
- The different backgrounds of partners made the process and results much richer; complete and complementary.

Lessons learned

ABOUT RESULTS

- Writing the course content in PPT without long text was a good idea.
- The development of the CERLs and their established relationship between the TRL-MRLs was useful for this and other projects and initiatives.
- The Assessment tool (indicators and methodology) although not attractive looking, is a good guide and source of inspiration to implement CE and sustainability in startups and companies or research projects.
- The link between CE and sustainability (without forgetting the social dimension) makes it particularly innovative.
- Learning at different levels (technical, pedagogical, digitalisation...).



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