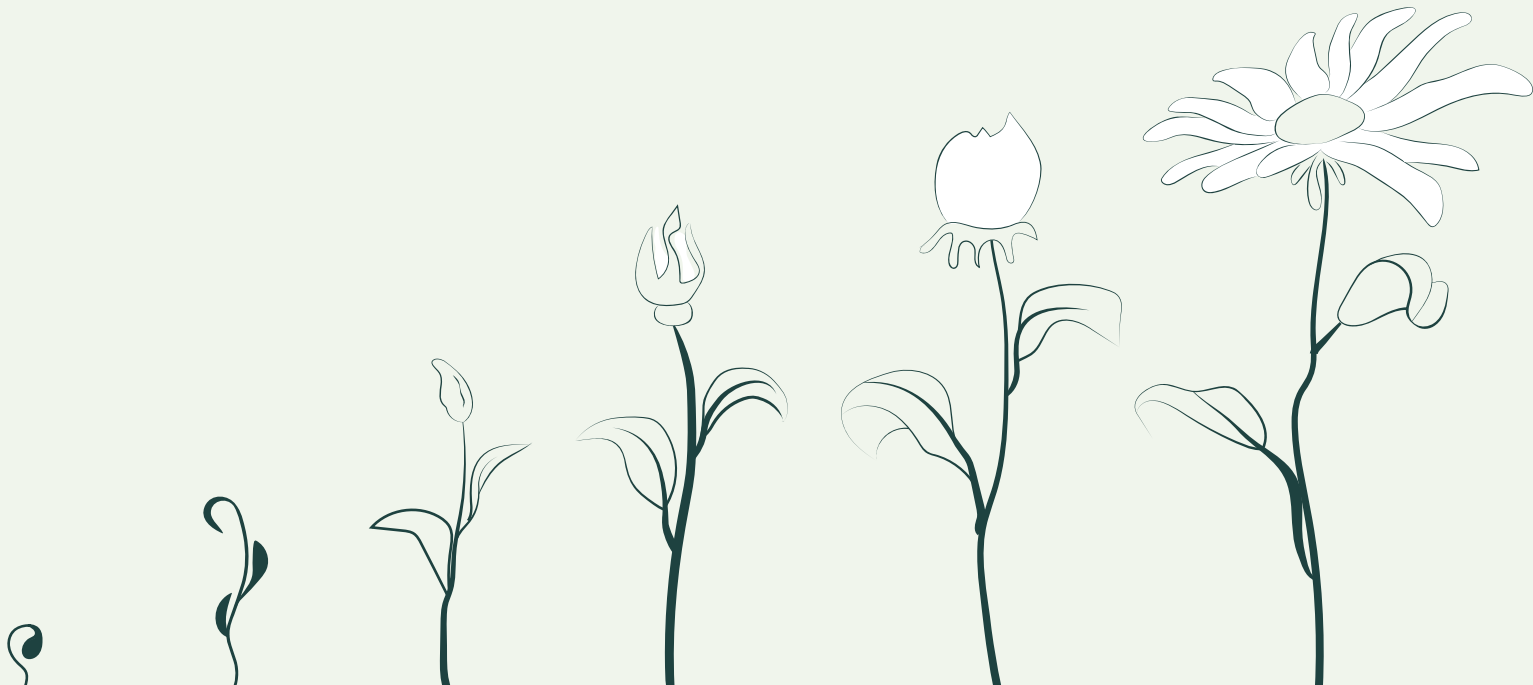


Be(e) flourishing

A strategy toolkit to help organisations take the
next step in their sustainability journey

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Master thesis report
Msc Strategic Design



Preface.

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February 2023

Dear Reader,

I am delighted to present my graduation report.

The last five months have been one hell of a ride filled with inspiring conversations, great challenges, energy boosters, and exploring myself as a strategic designer in the world of sustainability.

Looking back at these past months, I am proud to present to you my final work, which without the help of other people, I would not have been able to complete.

I want to start by expressing my gratitude to Strategiemakers for giving me this opportunity. It immediately felt that I was part of the Fam, and I always felt supported both work wise and personally. However, the biggest shout out is to you, Rox. Without your unlimited energy, good ideas, lovely baked goods and your flexibility to have coffee at a thousand different places, I would not have made it.

Additionally, I am truly thankful of my supervisory team's continuous support throughout the project.

Senthil, thank you for encouraging me, despite my deep hate for it, to just start writing. Although, this project was not your field of expertise, you were always there to ask the right questions, give suggestions or to bring structure when I could not connect the lines by myself anymore. Giulia, thank you for being there and offering critical yet supportive advice, and to remind me to see the bigger picture and keep it to the core.

In closing, I would like to thank my friends and paps. mams & les for keeping up with me the last couple of months. I no longer have to irritate you with all my leftover energy after a whole day of sitting in my chair in the most weird ways possible. And of course, thank you Lien for all our endless coffees, walks and desperate laughs.

Enjoy reading!

Flore Rens

Abstract.

In this graduation project, the aim is to develop a decision guide that will assist Strategiemakers, a strategy consultancy and organisational transformation firm, in addressing the challenge of creating sustainable business strategies for organisations. The current tools and models used in the industry are inadequate and do not provide the necessary insights into an organisation's strategic direction. To address this issue, the research project focuses on creating a holistic model that provides a comprehensive approach to the creation of flourishing organisation strategies.

The research project employs a research-by-design approach to develop the concept. This involved exploratory interviews with Strategiemakers employees, interviews with other strategy consultants, strategists within companies, and educational experts. The aim was to define the components necessary for a flourishing organisation, the requirements for a successful flourishing strategy and to examine the tools that can help to create a flourishing strategy.

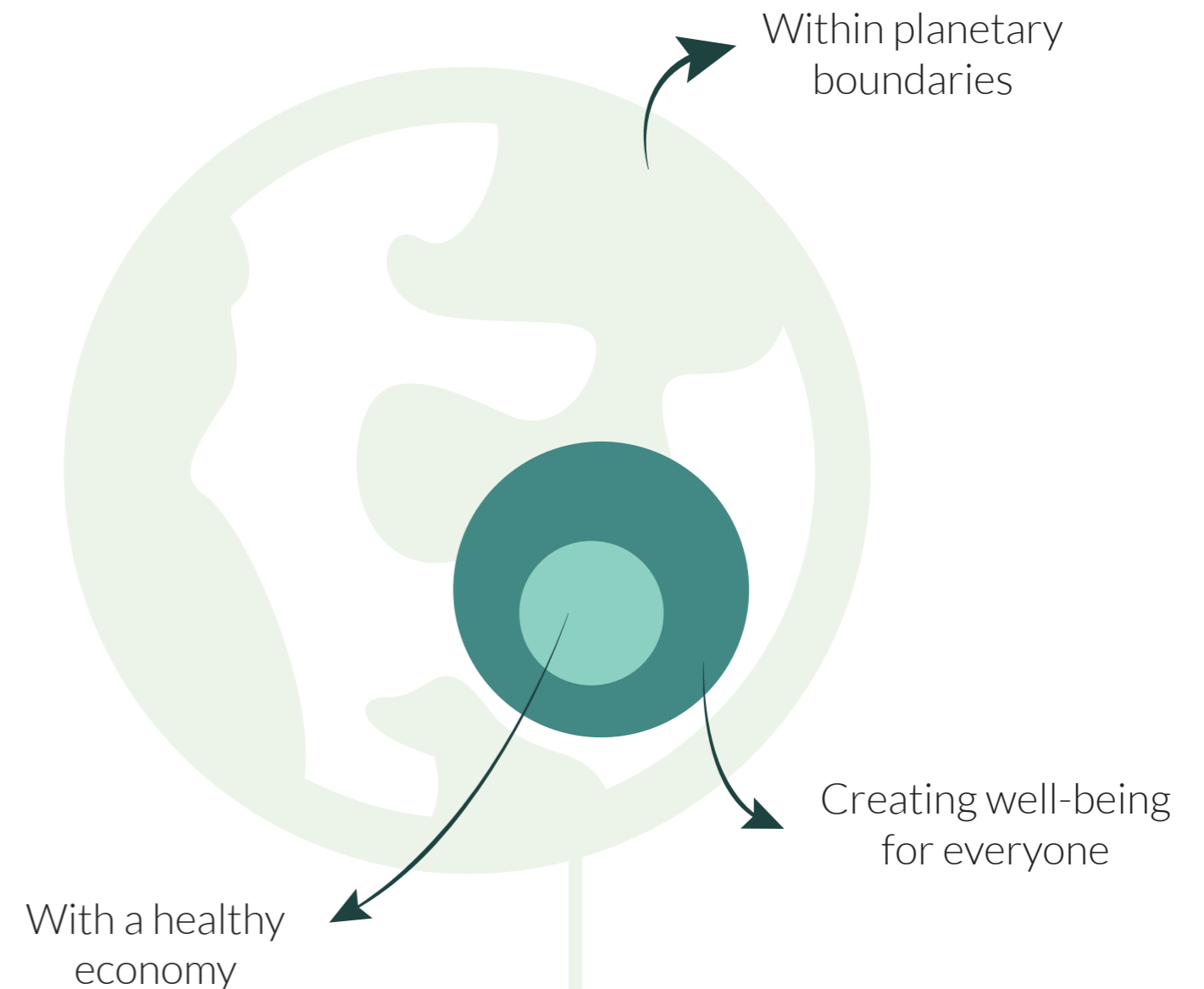
As a result of the research and ideation, the concept produced four interrelated components: the Bee Flourishing Model, the Tool Inspiration Guide, the Sustainable Tool Storage, and the Back-end Spreadsheet.

The Bee flourishing model is an organisational model starting in the organisation's core with its purpose and offers a holistic view of the interconnectedness between the impact of an organisation's business on sustainability and its internal impact within the organisation. The Tool inspiration guide provides Strategiemakers with advice on the selection of tools that are best suited to support their clients' journey towards a flourishing organisation. This guide adds value to Strategiemakers by better suiting the client's needs and not forcibly converting the tools they always use. A structured approach to selecting tools for building sessions can help ensure that the strategy for achieving a flourishing organisation is well-thought-out and effective.

The reorderable matrix approach, when applied in a novel way for the back-end spreadsheet, provides a fresh perspective for strategic

designers. It enables the visualisation and analysis of interactions between elements, i.e. tools for developing a flourishing strategy and facilitates how tools can be combined to complement each other to fulfil the specific needs or requirements of an organisation.

In conclusion, Strategiemakers can position themselves with this concept as thought leaders in the field of sustainable transformation by conducting research and making their findings open source. The Bee flourishing model can be used by organisations seeking to transform into sustainable entities, and the Tool inspiration guide should be expanded to better align with the requirements for a successful flourishing strategy. To improve usability, it is recommended to establish a hierarchy among the tools and to bring the style of the guide even more in line with Strategiemakers' style. To stay relevant and up-to-date, Strategiemakers should keep actively researching new tools and expanding the guide, making it a comprehensive resource for the company.



"In a sustainable society, nature is not subject to systematically increasing...

1. ... concentrations of substances abstracted from the earth's crust.
2. ... concentrations of substances produced by society.
3. ... degradations by physical means.

and people are not subject to structural obstacles to ...

4. ... health.
5. ... influence.
6. ... competence.
7. ... impartiality.
8. ... meaning-making."

Bromans & Robért (2017, p.23)

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Be(e) flourishing

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take the next step in their sustainability
journey

1 Intro

Introduction.

We dream of a sustainable society—a world without climate change, raw materials shortages, inequalities, and polarisation. According to a survey conducted by the United Nations Global Compact and Accenture, only 46% of CEOs have begun exploring nature-based solutions to build more resilient businesses (United Nations Global Compact & Accenture, 2021). While many organisations are focused on maximizing GDP growth (Raworth, 2017), there is a growing recognition of the need for business models that consider not only economic impacts, but also environmental and social impacts.

One company pursuing to facilitate this shift is Strategiemakers, a strategy consultancy that helps organisations develop business strategies “in order sustainable society will thrive” (Strategiemakers, 2022). Strategiemakers aims to create future-oriented, co-creative, human-focused, inclusive, tactile, and grounded strategies. However, Strategiemakers has also experienced that its past strategies were not always sufficient in addressing today’s challenges. This realisation emerged from within the company, as well as from the changing expectations of society about the role organisations should play in the transition to sustainability.

To contribute to the creation of a sustainable society, organisations require the right strategic tools to design a flourishing strategy. According to Bocken and Short (2021) and Upward and Jones (2016), a flourishing strategy is a holistic approach to integrate social benefits and environmental regeneration into business practices. However, Strategiemakers has encountered, based on its experience working with clients, that existing tools and models are inadequate for creating flourishing strategies. This can be attributed to the lack of a recognised holistic model or framework that asks the right questions relevant to an organisation’s efforts to balance financial health and sustainability (Strategiemakers, 2022; Bocken et al., 2022).

As a result, Strategiemakers is interested in developing a holistic model for organisations that provides insight into their strategic direction incorporating a positive economic, social, and

environmental impact. The model for a flourishing strategy should serve as a generic compass for organisations, helping them shape their strategic direction in the new reality of a sustainable society. Additionally, it should provide a competitive advantage and a strong business case (Bocken & Short, 2020).

This graduation project researches the application of existing sustainability tools to create flourishing strategies within companies. It assesses their adoption and usefulness to understand their effectiveness in promoting sustainability. Additionally, the project uncovers untapped opportunities for organisations seeking to implement sustainability changes but are unsure of how to do so. This will help such organisations to find a way to make a positive impact while fulfilling their business objectives. From these insights, among others, the foundation can be established for a flourishing organisational model that an organisation can strive towards. The project will then focus on designing a tool that serves as a decision guide for Strategiemakers, helping them determine which sustainability tools to use in the development of a flourishing strategy.

The company >

Strategiemakers was founded in 2012 with the vision to help organisations with their tools and skills to enable them to continuously develop, execute and adjust their strategy. Currently, in 2022, they are still working from this mindset, yet they build on this vision with the purpose to make strategies with organisations to make a sustainable society flourish.

In their opinion, every organisation will have to deal with multiple societal transitions, as described by Rotmans (2021), depending on its operating sector. Rotmans (2021) talks about the energy, raw materials, circular, agriculture & food, spatial, financial, education, healthcare, social and the democratic transition.

Organisations are now at a crossroads and must make a choice: (a) carry on as before; (b) actively reduce their negative impact, or (c) create opportunities and reinvent themselves. Strategiemakers are there to help organisations that want to get started and create new opportunities. Furthermore, they aim not only to reduce an organisation’s negative impact on nature and well-being, but also to create sustainable alternatives and reinvent themselves. These are the organisations that choose to be regenerative and let the sustainable society flourish (Strategiemakers, 2022).

Value propositions

Strategiemakers takes up this challenge with a group of consultants from diverse backgrounds to co-create sustainable solution directions with clients. Strategiemakers has three value propositions that span these directions.

- Activate change makers
- Design your sustainable strategy
- Accelerate your transformation

The formulated problem of this project is part of the second proposition, design your sustainable strategy. This proposition aims to provide more guidance on content within the process through appropriate tooling. Strategiemakers sees a

strategy in an organisation as visualised in Figure 1.

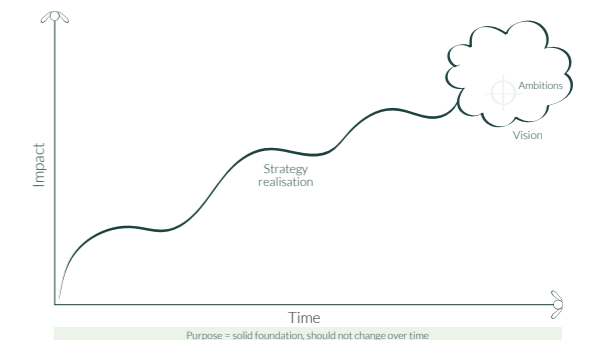


Figure 1: Time is given on the x-axis to generate a view of the future, while the degree of impact is displayed on the y-axis, according to Strategiemakers’ definition. The point where the axes meet is “the now” in the client’s ambitions and at this particular moment. In this case, the size of the purpose block acts as the foundation. Organisations must engage in a process of strategic foresight if they want to be adaptable and relevant to the ever-changing world. This entails developing a comprehensive understanding of future trends and potential disruptions, and subsequently articulating clear ambitions. Through this process, organisations can position themselves within the future and identify the specific ways in which they will actively contribute to shaping it. As a result, the y-axis can be used to measure the level of impact, while the wavy line representing strategy realisation shows the steps an organisation must take to realise its ambitions. As achieving these goals involves ups and downs in reality, the line is presented as wavy rather than straight.

The terms here can be interpreted as follows:

- **Purpose:** what is your reason to exist as organisation?
Strategiemakers: “We make strategies with organisations to make a sustainable society flourish.”
- **Vision:** How an organisation sees the future.
Strategiemakers: “Our dream is a sustainable society: one without climate change, resource shortages, inequality, or polarisation. We believe that organisations of all types – including businesses, governments, educational institutions, and research organisations – have a vital role to play in this vision, regardless of size.”

- **Ambitions:** how an organisation will contribute to the formulated future in the vision
Strategiemakers: To let a sustainable society flourish, they are committing to preparing organisations for their transformation. This consists of five components that they want to maximise: strategies (number of strategies with impact), transition makers (number of equipped transition makers), experiments (number of initiated experiments), investments (number of transformation investments), and collaborations (number of reflection moments).
- **Strategy realisation:** the steps an organisation will take to fulfil their ambitions.

Collaboration

Starting in 2022, Strategiemakers has engaged in intensive collaboration with another organisation on certain assignments. This organisation possesses valuable expertise in co-creation, vision exploration, and brand positioning and aligns with Strategiemakers' focus on strategy and innovation guidance.

Figure 2 shows the position of the

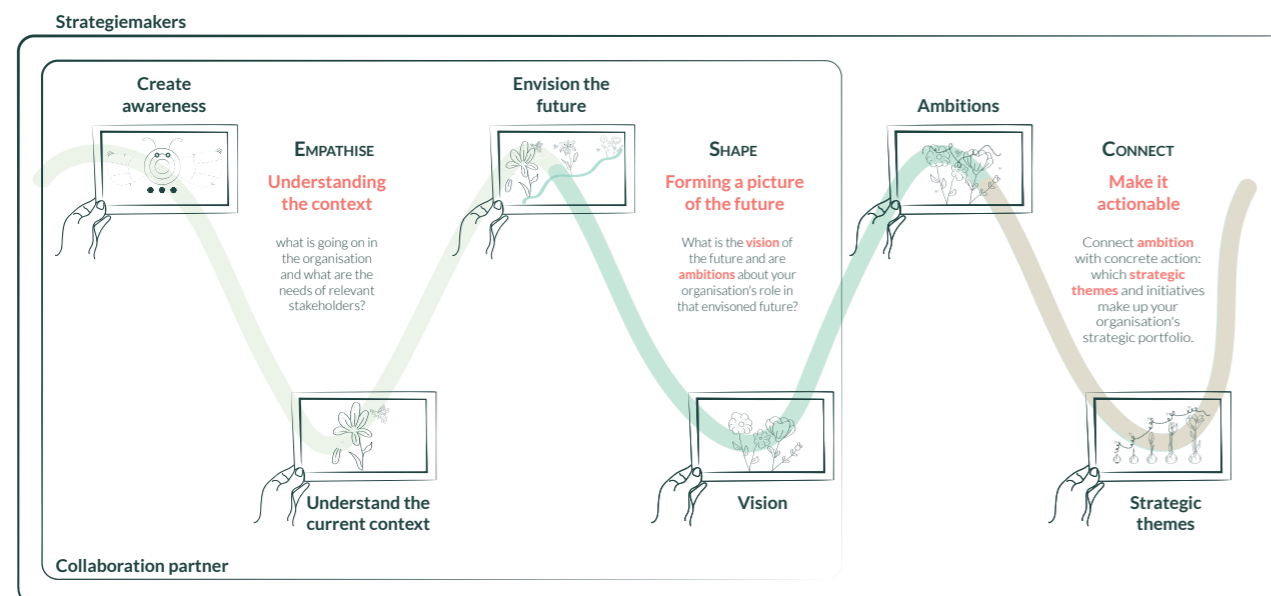


Figure 2: visualisation of focus Strategiemakers and collaboration partner.

relationships within the overall strategy process. Strategiemakers often supplements this framework by incorporating additional value propositions, such as accelerating transformations through strategy implementation and organisational design.

Project objective >

Aim

The consultants of Strategiemakers want to make a sustainable society flourish by making strategies with organisations. Currently, Strategiemakers is searching for the right combination of existing tools and the guidelines for a new tool(kit) that helps organisations reduce the negative impact on nature and well-being, yet at the same time create opportunities to reinvent themselves.

The design solution should be a toolkit that acts as a decision guide for clients of Strategiemakers to determine which combination of sustainability tools to use as a strategy designer in developing a flourishing strategy. A flourishing strategy is one that is founded on the comprehensive integration of social benefits and environmental regeneration into how business is conducted, according to Bocken & Short (2021) and Upward & Jones (2016).

Research area

The final goal of the research is to design a tool that acts as a decision guide for (clients of) Strategiemakers to determine which combination of sustainability tools to use in the development of a flourishing strategy. However, to give the research a more objective direction, the following research question was formulated:

Research question

How can existing tools involved in an organisation's strategy be used to develop a flourishing strategy?

By developing three sub-questions, other research areas were explored to give the project additional context. These questions are not only addressed in literature but are further substantiated in the context of Strategiemakers with input sessions for validation and inspiration. To explore this context, further research is done on the company with other consultants, strategists within companies and educational experts on sustainable tooling. To make the literature questions more manageable in context, the questions have been split (x C x).

1. What is the incentive for Strategiemakers to design a new tool or method for creating flourishing organisational strategies?
(1C1) How, and where, does a flourishing strategy influence an organisation?
2. What should a flourishing framework for an organisation comprise to incorporate existing sustainability tools?
(2C1) What are the elements of a flourishing organisation?
3. What are the existing tools that help to execute a flourishing strategy and have a sustainable element?
(3C1) What is necessary to make a flourishing strategy alive?
(3C2) Which tools do you need for a flourishing organisation?

Stakeholders

The scope of the project lies within the company Strategiemakers, involving all employees to varying degrees. They are therefore one of the most important stakeholders in this project, together with the faculty of Industrial Design Engineering. The final concept has to fit within the wishes of Strategiemakers, and within the framework of the master Strategic Product Design.

Project approach >

This project will be built around the double diamond project approach. Which helps to diverge, but also to regain focus in the process. A simplified version of the model can be found in Figure 3. The first phase can be seen as the 'what' phase and the second as the 'how'.

What

Part 1: explore—The first step in beginning the project was to zoom out by developing a theoretical framework and conducting context research to add substance to the challenge stated in the project brief.

Part 2: analyse—The second part focuses on analysing the information gathered in the first part to identify the underlying factors of the problem.

How

Phase 1 ends with the formulation of a design brief and the appropriate requirements. The second diamond, which focuses on designing the concept, will begin here. In this phase, the end concept, the Tool inspiration guide, is developed. This is done through brainstorming, ideation activities and adapting to the constant co-evolution of problem & solution. Remaining open to outside insights, in the adopted iterative approach, helps make the right steps and choices to find the best solution to the right problem.

2 Literature review

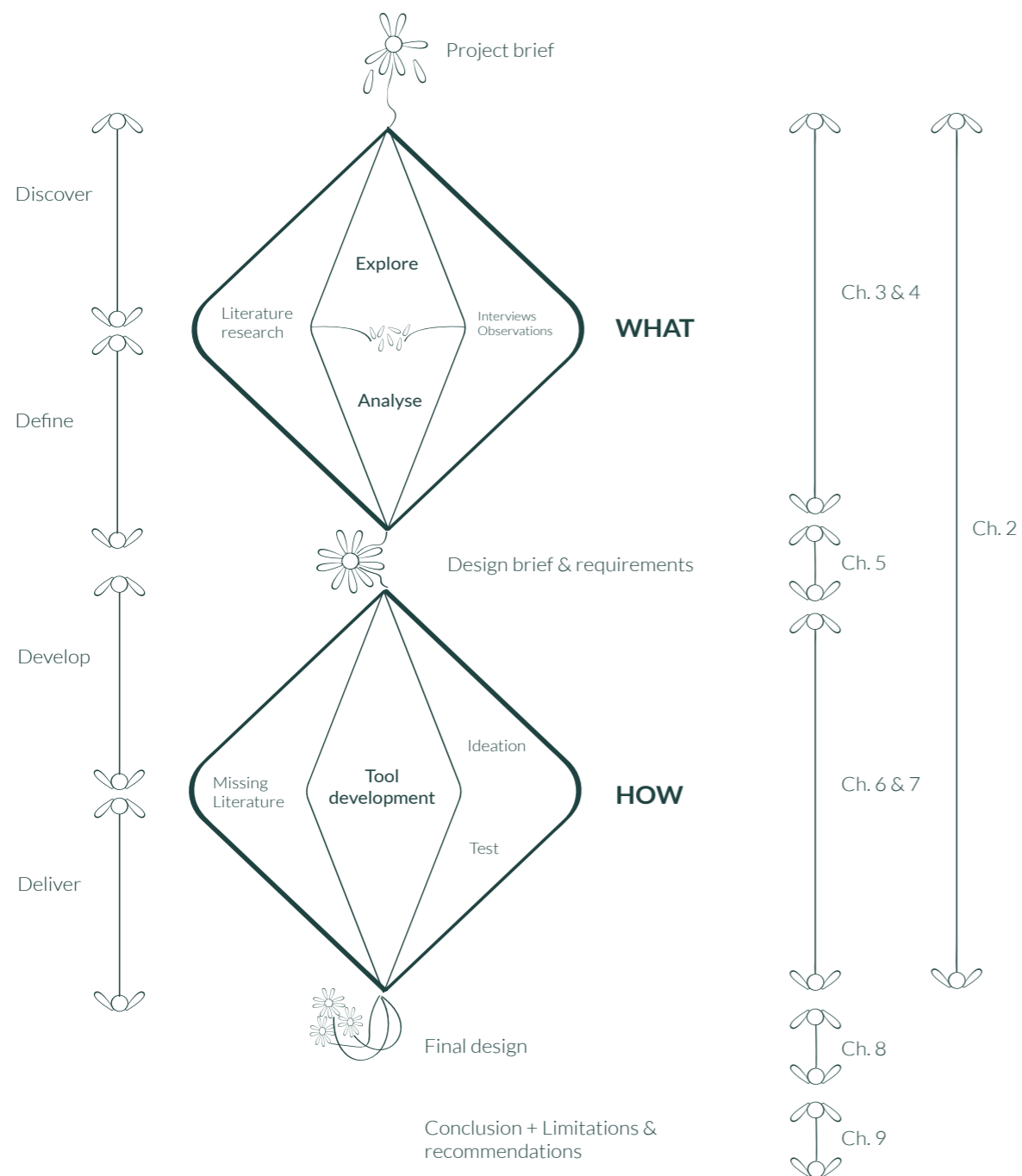


Figure 3: project approach

Literature review.

To gain a deeper understanding of the context and existing knowledge, a literature review is conducted. In this chapter, the main research question is broken down into sub-questions so that as the research proceeds, the research can build on the theory while also identifying gaps in the literature and highlighting potential opportunities. The sub-questions are formulated in Section 1.2.

Structure >

Each section of this chapter looks at one of the sub-questions that build on each other. The first sub-question begins with a broader perspective and gradually moves closer to the core of the main question.

This involves starting with an investigation into the incentive that motivates Strategiemakers and society to seek a new method or tool. Then it is examined how this **incentive** translates into a **framework** with the necessary components for a flourishing organisation. The study also endeavours to identify the **existing tools** that can aid in achieving these components as part of a flourishing strategy.

The incentive >

Deloitte, in 2018, conducted a research study that showed that organisations have to deal with increasingly complex problems, such as climate change disruption on ecosystem cycles and changing political regulation (Hutchins & Storm, 2019). For instance, the world currently uses 1.5 times the planet's worth of resources every year, and in line with forecasts, it will be using the resources of three planets by 2050 (Accenture, 2014). Following this pattern, Porcelijn (2016) exposed the hidden impact of people's consumption and living behaviour on the world, and showed that there is a challenge for people and organisations to meet their social needs without exceeding the planetary boundaries (Raworth, 2017). As an organisation goes through the sustainable transition, not only the outer, but also the inner sustainability needs should be addressed as explained in the visualisation in Figure 4. The financial and operational mechanisms are the main focus of

outer sustainability, whereas inner sustainability considers interconnected systems and a person's feeling of purpose within the overall system (Hutchins & Storm, 2019).

Currently, each problem is still treated individually in a mechanical way and the connection to each other is ignored. This problem is part of how most problems in society are addressed. The mechanical approach assumes that to solve complex problems, each individual part must be assessed separately (Corn, n.d.) However, it is key for the future viability of organisations to approach problems as interconnected and as a living system (Hutchins & Storm, 2019). Baue & Thurm (2018) indicate that

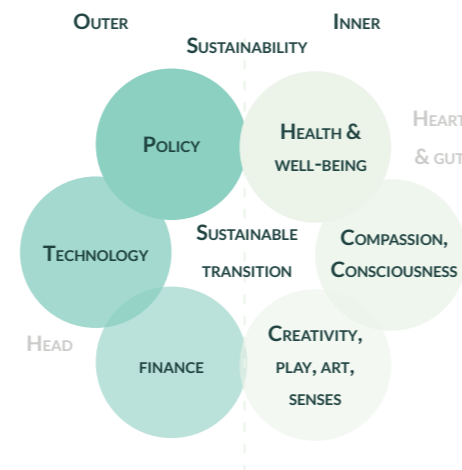


Figure 4: outer and inner sustainability, adapted by Hutchins & Storm (2019).

the failure of economic- and ecological system thinking is the main reason for the failure of sustainability. System thinking not only provides more quantifiable answers but also considers the implications of these options (Evans et al., 2009), whether social, economical or environmental issues (Evans et al., 2017) and also aligns with the success of companies that maintain in long-term strategy rather than short-term (Barton et al., 2017).

The failure of companies in their sustainability development clashes with the urgency to develop business strategies focused on sustainable development. Holmberg & Rob  rt (2000) base this urgency on the following observations:

- Environmental problems have changed in nature and entail larger complexity.
- Investments for the future are still relatively simple to estimate, whereas the costs of maintaining business as usual are even more complex.

Upward and Jones (2016) concur with these observations and posit that if organisations approach their complex problems as a living system, it not only facilitates competitive innovation but also enables the measurement of positive economic impact. Wagemans (2020) shows that there are 10 arguments, such as the emerging change in legislation and the changing client demand, for integrating sustainability in an organisation's business case, see Figure 5.

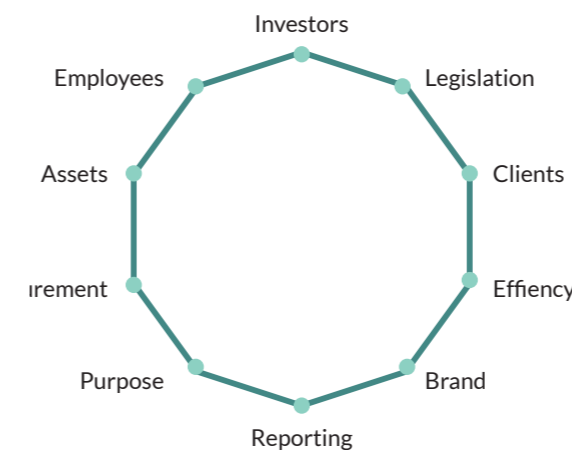


Figure 5: the sustainability business case adapted from Wagemans (2020)

The changing EU Taxonomy, which serves as the standard for green activities, supports this notion. Investors are required to report on their consideration and integration of sustainability risks in their services through the Sustainable Finance Disclosure Regulation. Similarly, business organisations will be obliged to comply with the Corporate Sustainability Reporting Directive from 2023/2024 (European Commission, 2020). Additionally, a current proposal for the Corporate Sustainability Due Diligence Directive aims to help companies assess and manage sustainability risks and impacts on key human rights and environmental risks, including in their value chain

(PwC, 2022).

Theory in context

As explained above, a transition is needed to redefine how organisations organise themselves, reckoning that they need to start thinking differently to address the complex problems of today and the future. The current way of working, where the economy dictates and exploits society and the earth's life-supporting systems, is not sustainable. Sustainability should bring this back together with a healthy economy, but within natural boundaries, and well-being created for all. To the best of our knowledge, based on the research done and the discussions with Strategiemakers, there are currently no complete tools that aid in developing a strategy that will help address existing complex problems and facilitate an organisation to flourish. Therefore, there is a strong incentive for Strategiemakers to develop a new method to suit the needs of organisations that want to flourish and stay one step ahead of their competitors.

The framework >

Strategiemakers wants to develop a holistic model for an organisation that gives insights into the strategic direction of an organisation and has a positive environmental, societal and financial impact. The model for a flourishing strategy that is to be developed should serve as a generic compass for organisations. With this model, they can shape their strategic direction in the new reality of a sustainable society. Additionally, it also has a competitive advantage and a strong business case (Bocken & Short, 2020).

The transition to a sustainable society is, however, complex, and requires an inter-relational model that benefits from a backcasting approach (Broman & Rob  rt, 2017). Backcasting starts by describing an organisation’s future and brings it back to the actions an organisation needs to take to get there (Holmberg & Rob  rt, 2000). Current decisions in an organisation are often made using forecasting: the future is determined by extrapolating from the past. However, this is not appropriate with the future uncertain, and the complex problems involved. Backcasting is a technique for obtaining early warning signs of when long-term investments based on the current structure may result in dead ends and when little adjustments are insufficient. Backcasting involves an organisation creating a future vision, and then basing short-term decisions to solve complex problems on that future viewpoint. This makes investment approval more straightforward and provides better direction for short-term choices. (Rob  rt, 2000).

An examination of various frameworks has been conducted to gain a more comprehensive understanding of the potential applications of

existing tools. This examination also aims to establish a framework for evaluating these tools, in order to assist organisations in comprehending and formulating sustainable strategies for their business operations. The Framework for Strategic Sustainable Development (FSSD) by Broman & Rob  rt (2017), the high-level stages of Bocken & Konietzko (2022), and the core elements for all life to flourish by Kelly (2012) are plotted and compared against Strategiemaker’s process from purpose to implementation. This is done to find overlap and in this way create something workable for the third sub-research question (Figure 6).

FSSD

One of the frameworks using backcasting is the FSSD. The first version was published back in 1992, but it has continued to evolve over the years (Broman & Rob  rt, 2017). They built upon the criteria (necessary, sufficient, general, specific and non-overlapping) formulated by Ny (2009) to develop the principles for the five-level framework. This framework is structured as follows:

- 1. **System:** includes guidelines for how the world system should operate (e.g. human society within the biosphere)
- 2. **Success:** Includes the definition of the vision
- 3. **Strategic guidelines:** how to address the guidelines framed in the vision strategically
- 4. **Actions:** how to prioritise the action derived from the strategic guidelines (e.g. sustainability education for employees)
- 5. **Tools:** contains tool, and methods that are frequently needed for decision-making, monitoring, and disclosure of the actions to make sure they are selected in

accordance with the strategic guidelines to reach the defined success in the system (e.g. LCA)

This framework clarifies the interrelationships between the different layers in the sustainability context, from abstract to specific.

Core elements

Kelly (2012) suggested five elements that organisations need to rethink in their transition to become flourishing organisations. She initially proposed it as a framework including a Living Purpose, stakeholder Finance, rooted Ownership, mission-controlled Governance, and ethical Networks. According to Kelly, these elements influence a flourishing organisation in the following way:

- **Purpose:** Why does the organisation exist, and on making what kind of impact is it focussed on?
- **Network:** Are the organisation’s purpose and values aligned with its suppliers, staff, neighbours etc?
- **Ownership:** Who owns the organisation, since ownership is the underlying architecture of the economy?
- **Governance:** What is the organisation’s design, and who is in the room where decisions get made?
- **Finance:** How are elements within the organisation financed, and what is the finance demanding?

Bocken et al. added in 2022 the element of Impact to outline an organisation’s impact on the environment and society.

High-level stages

The last model is originally designed for the process of circular and sustainable business model innovation but also considers the necessary interdependent changes for an organisation to change direction. Bocken & Konietzko (2022) take a dynamic lens to describe the change process through the stages of visioning, sensing, seizing, and transforming:

- **Visioning:** defining a vision and goals that

go beyond financial impact

- **Sensing:** recognizing and evaluating new ideas and opportunities
- **Seizing:** defining and validating new directions by experimenting and piloting
- **Transforming:** scaling up validated opportunities in the different parts of the organisation.

Most tools used for sustainable innovation are reviewed by among others Pierioni et al. in 2019, but Bocken & Konietzko (2022) go a step further and examine when which tools are used in the above-mentioned phases.

Theory in context

Together with Strategiemakers, a framework was developed to map out existing tools with a sustainable element that support the development of a flourishing strategy, based on the aforementioned literature and the exploratory sessions described in Chapter 3. The combined framework approaches a framework that can be used to help an organisation formulate a flourishing strategy, as visualised in Figure 7.

The stand-alone frameworks, as presented in the FSSD of Broman & Rob  rt (2017), Kelly’s elements (2012), and Bocken & Konietzko’s model (2022) are found to be inadequate in providing a comprehensive perspective. This is primarily due to the absence of organisational context within the FSSD, the limited inclusion of an organisation’s business model within Kelly’s elements, and the narrow scope of Bocken & Konietzko’s model, which fails to address how existing elements within an organisation can contribute to a flourishing organisation.

The layered structure in the framework was represented using Broman & Rob  rt’s (2017) theory. Kelly’s (2012) elements have been included in the building blocks to indicate the simplified influences within an organisation. The process that an organisation must go through to achieve the difficult transformation necessary to become a sustainable organisation, as well as the necessity for the tools required, are both depicted by Bocken & Konietzko (2022).



Figure 6: overview analysed frameworks

Thus, according to the literature, a framework for a flourishing organisation should include the following components and should enable the evaluation of tools in relation to the third sub-research question:

- **Network:** How to involve and connect with network partners for impact maximisation
- **Impact reporting:** How to measure and report your impact
- **Product & services:** How to innovate your business model towards more social and environmental impact & How to integrate circular thinking in your

- products, services & processes
- **Purpose, vision & ambition:** How to (re)establish your reason to exist in the sustainable society
- **People & organisation:** How to organise yourself to move towards your purpose, vision & ambition
- **Strategy & execution:** How to continuously make strategic choices in the direction of your vision and ambition

The left side of the framework can be seen as the 'hard' side and the right the 'soft' side. The arrangement of the components reveals an initial connection between the components.

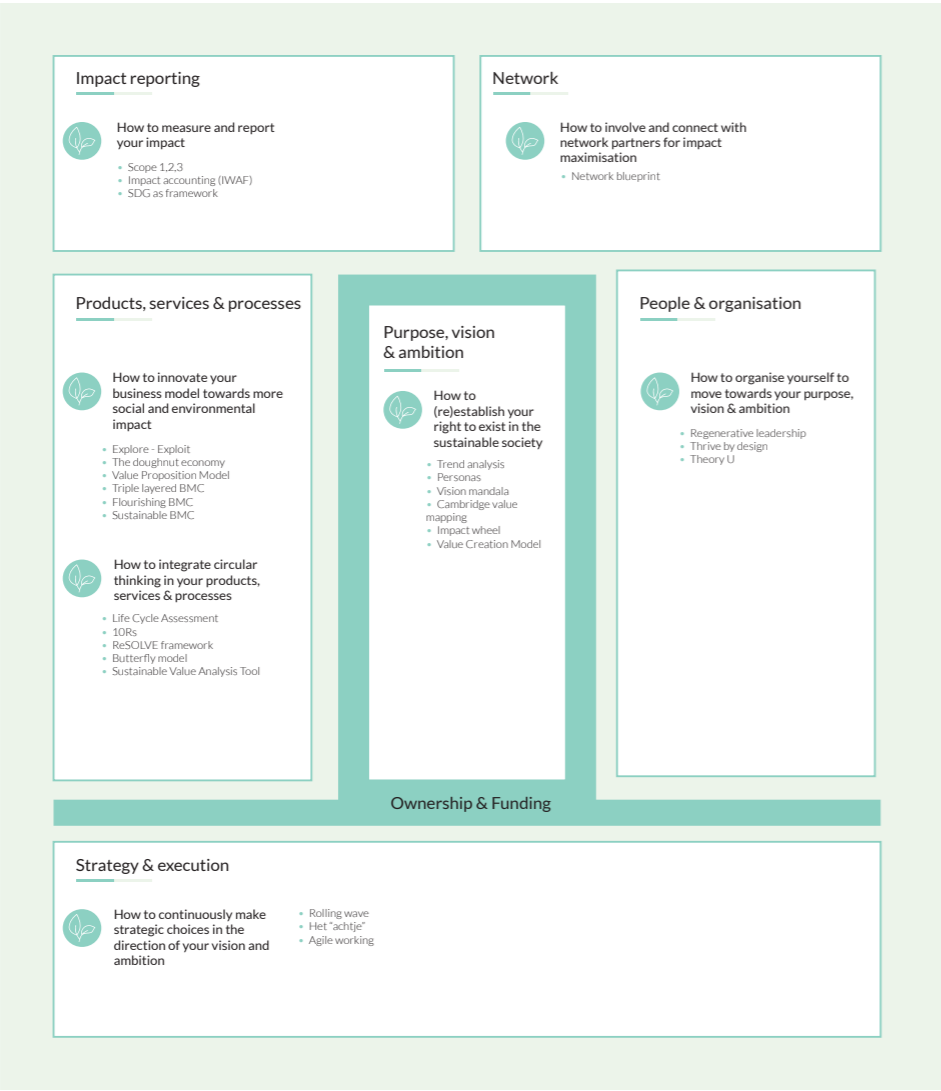


Figure 7: first version of the Bee flourishing model

The tools >

The formulation of substantial content is imperative to impart relevance to the components outlined in the framework of Section 2.3, and to illustrate how organisations can flourish within them. Such content can be generated through the utilisation of various tools. Namely, tools are instruments supporting the execution of certain activities as explained by Pieroni et al. (2019). It is yet unknown what kind of tools there are or whether they are adequate.

Research approach

A systematic literature review has been done to select the tools, together with research into the current tools that Strategiemakers already use. A tool needs to have a sustainable component and to have some effect on an organisation's strategy to be included in the study. To remain as objective as possible, the original paper describing a tool was searched within the existing literature, and a citation search (The Open University, 2022) with Strategiemakers' experiences resulted in information about characteristics, advantages, and disadvantages.

From Strategiemakers' point of view, a useful tool is one that is holistic, is understandable, creates for the future and is usable for organisations. To objectively evaluate the tools on these elements, the following metrics were used:

- A tool is **understandable** and applicable if it is clear; has space to mind map; explains things visually & verbally; and creates action (Hoogendoorn, 2018).
- A tool has a **holistic** integration if it not only has a positive economic impact, but especially a *positive environmental, and social impact* (Bocken & Short, 2021).

A tool that has a *positive environmental impact* is one that "creates and captures value, while protecting the natural environment and reducing environmental pollution, and thus increase energy, material, and/or water efficiency" (Brehmer et al., 2017, p.2).

A tool that has a *positive social impact* is one that "creates and captures value, while increasing social wealth." (Brehmer et al., 2017, p.2).

- A tool that helps **to create for the future** or only helps to analyse a current situation. The tool can create for the future by forecasting: predicting the future based on current trends or backcasting: understanding how sustainability expresses itself in requirements and sustainability opportunities for the future and today (Broman & Robért, 2017) as described in Section 2.2.
- Is the tool **usable for** teams, departments, **organisations** and/or ecosystems.

Ultimately, 30 out of 40 tools were analysed. The tools that were too similar in their output and construction were excluded. For example, there were many tools within the Products, Services & Processes building block that focused on developing a sustainable business model. The analysis of the tools is presented in Table 1, and the description of every tool can be found in Appendix A.

Usable for organisations

Concerning the boundaries of the analysis, despite the cruciality of interorganisational cooperation when developing systemic sustainable solutions (Breuer & Lüdeke-Freud, 2014), 80% of the tools still adopt organisational boundaries. This might result from the higher level of complexity that interorganisational boundaries bring. Particularly regarding the organisational characteristics that demand a shift in perspective to align values and build trust among organisations (Pieroni et al., 2019).

Creating for the future

Secondly, only 17% of the tools give the ability to backcast. Most tools are organised to identify opportunity in the current state of business, but does not take into account the changing world. As a result, there is a chance that steps are made in this way which will not be relevant in the future.

Holistic integration

Thirdly, even though all tools are selected for their sustainability aspects, the financial impact still plays a role in 73% of them. This can be explained by the fact that for most organisations, the incentive for success is still measured in financial value (Strategiemakers, 2022). Additionally, only few tools account for all three forms of impact, while Strategiemakers is looking for that holistic approach.

Applicability

Lastly, the analysed tools seem to be most advanced in helping to identify new opportunities

(sensing) or designing new business model concepts (seizing), namely 83%. Tools for exploring, testing, and implementation are, however, scarce. These, while tools that help with transformation, are important as they will guide people to foresee and anticipate challenges, ultimately resulting in a higher adaption rate of the tools' outcomes (Geissdoerfer et al., 2018).

Theory ind context

According to the current research, there do not seem to be many tools available that have a sustainability component in the areas where Strategiemakers excels, namely in the People & organisation and the Purpose, Vision & Ambition

components.

This section shows that no single tool is completely usable from Strategiemakers' perspective, hence holistic, understandable, future-oriented and usable for organisations. This is because one aspect can come at the expense of another. For example, a tool that enables an entire organisation to determine different types of impact and define a strategy for the future, will result in a tool that is complex to use. The challenge when designing the concept is to correctly combine the found tools with a sustainability element or adapt them so that they remain applicable in the different stages of developing a flourishing strategy.

Table 1: tool analysis

	Understandable					Holistic				Creating for the future			For organisations			
	Be clear	Space to mindmap thoughts	Explain things visually	Explain things verbally	Transforming	Environmental	Social	Economic	Connected impact	Anaytical	Forecasting	Backcasting	Team	Department	Organisation	Ecosystem
Network																
⊕ Network blueprint	◆		◆		◆		◆			◆	◆					◆
Impact reporting																
⊕ Scope 1,2,3	◆				◆					◆					◆	
Impact accounting (IWAf)						◆	◆	◆		◆					◆	
SDG as framework	◆				◆	◆	◆	◆		◆					◆	
Products, services & processes																
ReSOLVE framework					◆	◆		◆		◆	◆			◆	◆	
Life Cycle assessment					◆	◆		◆		◆				◆		
Flourishing business model canvas		◆	◆	◆	◆	◆	◆	◆	◆	◆		◆	◆	◆	◆	
⊕ The triple layered BMC		◆	◆	◆				◆			◆				◆	
Sustainable business models		◆	◆	◆		◆		◆			◆				◆	
⊕ 10Rs	◆				◆	◆				◆			◆			
⊕ Explore-Exploit	◆				◆			◆		◆				◆	◆	
Butterfly model						◆				◆						
⊕ Value proposition canvas	◆	◆	◆	◆	◆		◆			◆	◆			◆	◆	
Sustainable Value Analysis Tool	◆	◆	◆	◆	◆	◆	◆	◆		◆	◆			◆	◆	
⊕ The doughnut economy			◆	◆		◆	◆			◆				◆	◆	◆
Purpose, Vision & Ambition																
⊕ Trend research	◆	◆	◆	◆		◆	◆	◆		◆	◆		◆	◆	◆	◆
The value hill	◆			◆	◆	◆	◆			◆				◆	◆	◆
⊕ Personas			◆			◆	◆	◆		◆			◆	◆	◆	◆
⊕ Vision mandala	◆	◆			◆						◆			◆	◆	
⊕ Cambridge value mapping	◆		◆	◆		◆	◆	◆		◆		◆		◆	◆	◆
⊕ Impact wheel		◆	◆	◆		◆	◆	◆		◆				◆	◆	
Value creation model				◆		◆	◆	◆	◆	◆	◆				◆	
People & organisation																
⊕ Thrive by Design	◆	◆		◆	◆		◆	◆			◆		◆		◆	
⊕ Regenerative leadership	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆		◆	◆	◆	◆	
Theory U				◆	◆		◆				◆	◆	◆	◆	◆	
Strategy realisation																
⊕ Rolling wave	◆	◆	◆	◆				◆				◆	◆	◆	◆	
⊕ Agile working							◆	◆						◆	◆	
⊕ "Het achtje"	◆			◆				◆			◆			◆	◆	
Ownership/funding																
ESG	◆			◆		◆	◆	◆		◆					◆	
Ownership model canvas	◆	◆	◆	◆		◆	◆	◆		◆					◆	

⊕ Once used by Strategiemakers

General insights >

The results of the literature review are used to further examine the gaps in the context research and to assess the adequacy of concepts generated during the concept development in filling these gaps.

3

Context research method



Context research method.

To build upon the literature and connect the literature to the context of Strategiemakers are working in, more research is done to answer the research question. Different research methods were used to get a better understanding from different perspectives.

Overall approach >

The goal of this research is to design something that helps the people of Strategiemakers in the strategy process with their clients. It is necessary to generate input from several angles to do this properly. The primary focus of the context research revolves around the following questions, with the labels indicating how they relate to the sub-research questions outlined in Section 1.2:

- **(2C1)**What are the elements of a flourishing organisation?
- **(3C1)**What is necessary to make a flourishing strategy alive?
- **(1C1)**How, and where, does a flourishing strategy influence an organisation?
- **(3C2)**Which tools do you need for a flourishing strategy?

Three different approaches have been taken to

conduct research. These three approaches were chosen to gain knowledge on the three levels described by Sanders & Stappers (2012). This theory containing the Say, Do and Make level should give insight on mainly explicit what people think & say, actually do in context, and become aware & express their feelings. In this case, 'people' refers to different types of individuals. Figure 8 illustrates which methods are applied at what point in the research process, and the context study is structured as follows:

1. Exploratory interviews with Strategiemakers employees
2. Interviews with other (sustainable) strategy consultants
3. Interviews with strategists within companies
4. Interviews with educational experts on sustainable tooling
5. Observations at Strategiemakers' client sessions
6. Generative sessions with Strategiemakers employees

The triangle depicted in the background is an analogy for an iceberg, with the tip representing easily accessible, explicit knowledge and the

hidden, latent knowledge lying beneath the surface. It requires effort to delve beneath the surface to gain an understanding of the tacit and latent levels (Sanders & Stappers, 2012)

Data triangulation was achieved with this context research through the use of multiple research methods, including the generative sessions, interviews, and observations. This approach allowed for the cross-validation of findings and enhanced the reliability and validity of the results. By gathering data from multiple sources and using multiple methods, it was possible to triangulate the data and ensure that the results were not biased or influenced by a single perspective or method. This approach allowed for a more comprehensive and holistic understanding of the research topic. Results and conclusions can be found in Chapter 4.

Exploratory interviews >

The exploratory interviews are with Strategiemakers to gain feeling with the company, get their ideas of a flourishing organisation and strategy and gain insights what's currently lacking in their set of tools to define potential design directions **(3C1 & 3C2)**.

Goals:

- Introduce myself and my project
- Get to know Strategiemakers & their values
- Get to know the company
- Get to know their vision of a flourishing organisation/strategy
- Get to know the tools they use and prefer

Method

For the interviews, a general interview guide (Patton, 2002) was made that covered the goals mentioned above. With this method, there was flexibility to modify the questions during the interview because it was frequently unclear in advance where the expertise of the participants resided.

The developed framework from Section 2.4 was also used in later interviews because it turned out as effective as a conversation starter.

During a period of 3 weeks, 8 interviews were conducted. The participants represent the company with new employees and more experienced employees, as well as the founders. Due to Strategiemakers' flat organisational structure, there was no distinction made by function, as everyone operates under the name of consultant.

Observations >

To gain more insights into how Strategiemakers apply their tools in the process of forming a client's strategy, a current client process was used as a case study. In this case, the consultants' activities were included in the preparation and two sessions with a client were observed **(3C1 & 3C2)**.

Method

Over a period of two weeks, the activities of the consultants in the preparation of the session were observed from a distance. Because the project had already started, and it was vital to maintain the flow, this distance was maintained. The case included a company that sought to adopt a new strategy to boost its turnover to a specific level by 2030. The challenge in this situation for Strategiemakers was to incorporate sustainability and societal impact into the vision and ambition in addition to the financial component.

As a "fly on the wall" the sessions with the client were observed using the AEIOU design framework. This framework facilitates in organising and interpreting of data acquired from user research field projects (Fitzpatrick, 2018).

The observations were used to reflect on Strategiemakers' use of its tools, and how it was received by the participants who used the tool. These observations inform the design goal and, in particular, the requirements for a tool to create a flourishing strategy.

Reflection

Of the six sessions, I was only there at two sessions for reasons of time. For a more complete picture, it would have been more insightful if I could have been at all of them.

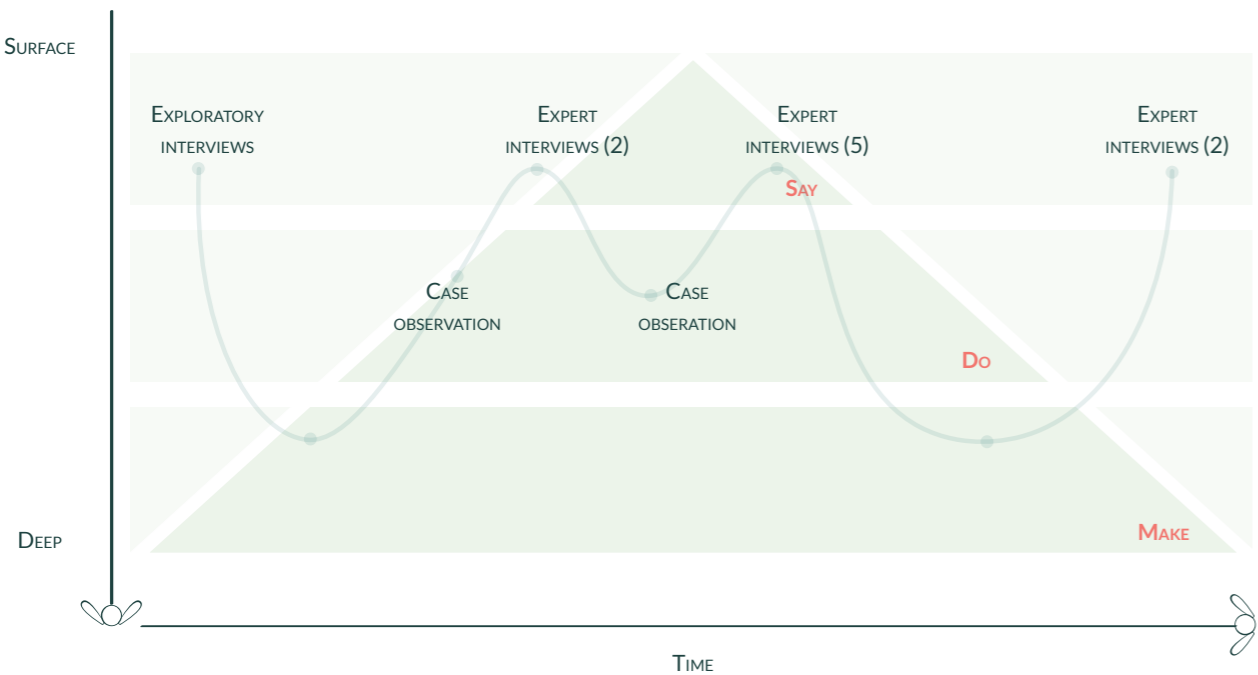


Figure 8: illustration of used methods and their retrieved level of knowledge

Expert interviews >

As the exploratory interviews were primarily focused on the consultant of Strategiemakers’ perspective, interviews with individuals outside the organisation were also conducted to obtain broader insights and to verify initial insights (1C1, 2C1, 3C1 & 3C2).

Method

This time, the research was based on a semi-structured interview approach. The participants could be distinguished into three different groups with different interview goals in Table 2:

Table 2: interview goals

Group	Goals
Other (sustainable) strategy consultants	<ul style="list-style-type: none">Identify their perspective for a flourishing strategyIdentify their perspective on how incorporation of sustainability in an organisation should look likeFind the necessities to make a flourishing strategy aliveFind missing tools to create a flourishing strategy
Strategist within companies	<ul style="list-style-type: none">Requirements for a flourishing strategyCollect (dis)advantages of toolsLater added: Find the elements for a flourishing organisation
Educational experts on sustainable tooling	<ul style="list-style-type: none">Verify holistic modelInput on holistic modelRequirements for a useful tool

The format of the interview was “the path of expression” (Figure 9). This format helps

participants in the process of understanding their experiences. The right order to ask the questions is: now, past, present, and future. Studies have proven that people find it simpler to respond to questions about the present than queries about the future, for which they do need to be in the appropriate mindset. The fundamental needs, values, and wishes for the future are then still found with this sequence (Sanders & Stappers, 2012).

Nine interviews were conducted over time. The anonymized list of participants can be found in Table 3.

Table 3: anonymised list of participants

Order	consultant	Duration interview	#
5	Senior strategic designer	60 min	P1
3	Founder strategic designer	30 min	P2
6	Sustainability consultant	60 min	P3
7	Strategy realisation consultant	60 min	P4
	Expert by experience	Duration interview	#
1	Global digital strategy director	60 min	P5
4	(former) director strategy & innovation	60 min	P6
8	Director strategy & business development	60 min	P7
	Connected to an educational institution	Duration interview	#
2	Full professor Entrepreneurial Engineering by design	60 min	P8

9	Expert on circular business models and sustainability financial institutions	60 min	P9
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Reflection

During the interviews, there were a number of elements that ensured that each interview had a slightly different touch: In the first place, it was discovered during the initial interviews that the participants found the questions on the tools to be frequently too in-depth; therefore it was decided to make the questions a little broader and focus on learning more about their perspective on a sustainable strategy and organisation.

Second, it appeared in the first interviews that the framework created in chapter 2 did not suit the image of a flourishing organisation for the participants. As a result, from the third interview onward, that framework was not mentioned in the conversation resulting in more open conversations; nonetheless, To get feedback and continue iterating, the new framework was introduced in the last two interviews.

Finally, it was discovered that just a handful of the interview’s goals could be focused on because the number of insights depended on the knowledge of the person I spoke with. Appendix B contains the participant-specific interview guide.

Generative sessions >

As a first step to validate and iterate the holistic organisational framework, several generative sessions were organised with different Strategiemakers (2C1, 3C1). The sessions had the following goals:

Session1—with the flourishing organisation work group

- Generate involvement to design graduation project
- Gain alignment with the people within Strategiemakers that also work on the topic ‘a flourishing organisation’
- Iterate on the first versions

Session2—with the experts in organisation change

- Generate involvement to design graduation project
- Match and compare the model with the frequently used ‘Thrive by Design’ model.

Session 3— with a group of Strategiemakers

- Generate involvement to design graduation project
- Gain insights in the needs of the consultants of Strategiemakers to make a flourishing strategy alive
- Retrieve input from Strategiemakers what they think of the latest version of the Bee model

Method

All three sessions were loosely structured to give space for the process to run its course. This was made possible since in the first two sessions, the group’s size did not rise above four. For the last session, everyone was divided into groups and matched with one of Strategiemakers’ (active) projects. In this session, they were questioned on how they could have used the model in the specific project and what was missing from the model to improve its functionality.

Reflection

Initially, during the generative sessions, I had a strong inclination to stick to the predetermined plan. However, I quickly realised that it was important to be flexible and open to exploring new directions if they seemed to be producing valuable information. I learned that it was important to not be too rigid in my approach and to be willing to let go of my preconceived assumptions to fully capture the insights being generated during the session.

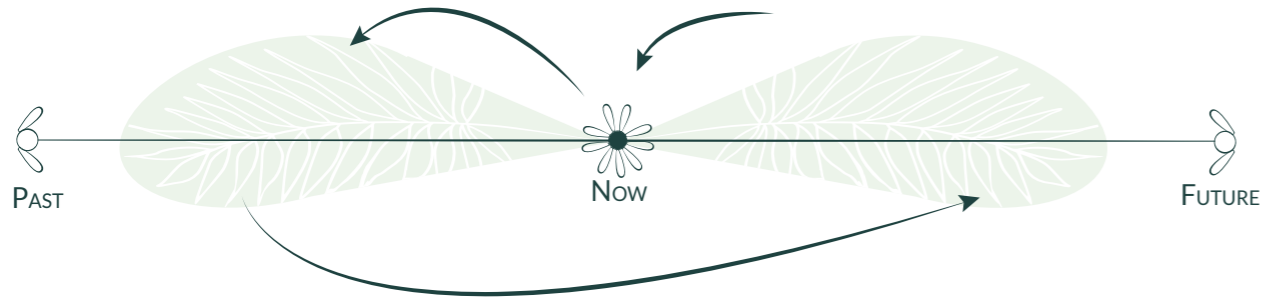


Figure 9: path of expression

4

Context findings



Context findings.

The data that was acquired from all the aforementioned sessions and interviews were examined individually before combining. The analysis of the generative sessions and the interviews has been done thanks to the “on-the-wall technique” as explained by Sanders & Stappers (2012). In the “light analysis” quotes from the interviews, observations and generative sessions are combined into thematic insights and were used to summarise a visualisation of the predefined research topics. The analysis that was used to generate the themes can be found in de Appendix C.

This chapter describes the most fundamental findings within the context research to answer to the stated context research questions in Section 3.1.

A sustainable organisation >

In this section, overarching themes generated from the context research are highlighted with the support of quotes extracted from the observations, generative sessions and interviews, and act as justification for creating the model. The name of the components in this section are in bold.

For a sustainable strategy to work in an organisation, it is important that an organisation is set up sustainably as well (**1C1, 2C1, 3C1**). The framework that had been developed in Chapter 2 quickly proved to be inadequate for reality. The model was too similar to existing models and the components can never be approached in isolation, as changes in one component will always affect other components. This is also in line with Hutchins & Storm (2019) who identified that problems are becoming increasingly complex and that an interconnected and holistic approach is needed to solve the (sustainable) challenges. As a solution to this, the Bee flourishing model was built using the fundamental elements from Chapter 2 with the incorporation of the context research's derived themes necessary for a flourishing organisation. The bee serves as a metaphorical representation due to its inherent association with the natural environment, its adaptability, and its cooperative nature. Additionally, it possesses the capacity

to foster the prosperity of others through the dissemination of favourable experiences gathered from diverse locations during the pollination process.

“All parts need to be congruent, they have to be in all layers of the organisation.” — (P8)
& “It’s important to embed sustainability through the whole organisation.” — (P3)

From these insights, the core of an organisational model for a flourishing organisation is structured as follows:

From the core, it is essential that organisations have to (re)establish their reason to exist, and know how to translate this to the rest of the organisation by defining the right purpose. It’s a force that permeates both our interactions with the outside world and those within organisations.

“Purpose can be the same for a very long time, but it’s about adapting it to the current state of society.” — P6
& “The elements around the purpose are things that are dynamic: in the middle of a flower is the purpose and the surrounding leaves are moving.” — P8

However, the type of ownership will determine how easily a change in existence can be translated. On an organisational level, the way a company with shareholders operates is significantly different to, say, a family business. The structures in which there is a sharp split between decision-making power and financial interest help to minimize the limitations of realising a flourishing strategy. Ownership is, in fact, the foundation of the economy, according to the characteristics (Kelly, 2012) mentioned in Chapter 2. So, the cornerstone of a flourishing organisation is identifying a purpose that is in line with the desired future image and implementing an ownership structure that facilitates the achievement of this purpose.

“Expectations and focus within a company are often linked to its ownership

structure.” — P3

Furthermore, it is crucial for an organisation to bring what is happening outside inside and think about how it may affect them to re-establish their purpose and direction.

“You need to see what is happening outside your bubble to realise you (the organisation) have to change as well.” — Px, during observations
& “Show a parallel perspective to show what is already working outside their bubble.” — P3

This manifests itself, on the one hand, in trends and transitions and the context in which an organisation operates and, on the other, the opportunity to make an extra impact by working together in a shared-value proposition ecosystem (Kelly, 2012). This ecosystem is reflected in the model by the ecosystem in which the bee moves. A shared-value proposition ecosystem is a network of organisations that have a common goal of creating value for all stakeholders, including customers, employees, shareholders, and the larger community. These organisations work together to create a mutually beneficial exchange of value, where each member of the ecosystem contributes resources and expertise to advance the shared goal (Kramer & Pfitzer, 2016).

“Important for a working ecosystem collaboration is a shared value proposition” — P5
& “An ecosystem helps to accelerate end-to-end solutions.” — P5

How the purpose translates into the organisation should be reflected in the vision and ambition, and thus in the strategy that focuses on the future and functions as a compass for your organisational set-up. With this compass, the design of impact measurement, that evaluates the actual impact outside the organisation can be determined.

“Organisations are currently not capable of taking the long-term vision into account and flourish.” — P5
& “Don’t rush to the known, go outside

the conceptual framework of the present.” — P8

The strategy is dynamic, evolves with the ecosystem, conducts dialogue not only within its organisation, but also with its ecosystem and is perceived as a continuous process affecting all elements of an organisation.

“With a new strategy, people usually stay low until the hype is over, and they can proceed with their day-to-day business.” — P4
& “Strategy development is not static, it is always on the move.” — P6

The Bee flourishing model

The Bee flourishing model is structured from the inside out, with a successful organisation having a solid foundation consisting of the proper ownership structure, impact measurement that comprehensively evaluates both financial, social and environmental impact, and an organisational design that allows for flourishing in the desired direction (Kelly, 2012). The implementation of becoming a flourishing organisation is demonstrated through the previously mentioned purpose, an ecosystem dialogue and strategy that operates holistically throughout the organisation, as depicted by the arrows in the model.

This strategy permeates throughout the organisation, guiding its overall direction and success in line with the other organisations in the shared-value proposition ecosystem. The organisations flourishing in this ecosystem are depicted as minute bees, and they have the capability to assimilate external influences by outlining the bee with dashed lines, thereby enabling it to facilitate such integration, see Figure 10 on the next page.

The strategy operates from a holistic perspective on how to create multiple value impact for an organisation externally (for stakeholders) and internally (for employees).

“Organisations need to look beyond

financial growth.” — P5
 & “Try to sketch a utopian image if you try to design a flourishing strategy.” — P8

The external impact of an organisation focuses on how it creates, delivers, and captures value, and is indicated by the arrows in the model. To achieve its ambitions, an organisation must consider the **solutions** it offers, namely its products and services (Geissdoerfer et al., 2018). These solutions should strive to eliminate waste, keep materials in use, and regenerate natural systems (Bocken & Short, 2019). The impact of these solutions is also influenced by the **partnerships** the organisation forms (Gray & Stites, 2012), as a successful organisation cannot flourish on its own and must seek collaborative innovation through partnerships.

The organisation’s **processes** should be organised with the aim of reducing carbon dioxide emissions (Brehmer et al., 2017). Additionally, **user behaviour** should be considered, as the majority of the impact of most products occurs during the user phase of their lifecycle (Porcelijn, 2016). Ultimately, it is the responsibility of the organisation to consider the solutions it offers and how it communicates them to the user. This is evident in the first component of the business wing of the bee model, as demonstrated by the flow of arrows.

The internal impact of an organisation is reflected in its **culture** (Hutchins & Storm, 2019), which is shaped by the everyday values, beliefs, and behaviours of the organisation. The leadership style of the organisation, the characteristics, the behaviours of the individuals that form the organisation, and their way-of-working all play a role in shaping the culture of the organisation. Preferably, a culture that promotes growth and is characterised by high levels of trust and transparency, as well as a focus on learning and continuous improvement.

Regenerative leaders who are clear and focused help to cultivate this culture (Hutchins & Storm, 2019), as well as **employees** who have the ability to change the ecosystem in which they operate and achieve larger social goals. It is important to have the right people, leadership, and way of working in place, as without them few goals will be achieved. Organisations that flourish and are successful adopt a **co-creative approach of working**, which frees roles, positions, and decision-making protocols from outdated, managerial procedures that tend to limit creativity. This approach is designed to maximise the creative potential of all individuals within the organisation, leading to better decision-making and innovation. As a result, people within such organisations feel more connected, empowered, responsible, and liberated. Whenever possible, decision-making is distributed to ensure that key decisions are not

made solely by a few individuals, but rather shared throughout the organisation.

Ultimately, an organisation can only be sustainable if the culture is permeated in all layers of an organisation.

“All departments must be facilitated in creating ownership of their part of sustainability.” — P6
 “As an employee, you have to make the story your own and try to translate sustainability into the work you do.”— P1
 & “Without people there is no change, without people there is no organisation.”— P9

Since it takes work to change an organisation into a flourishing one, purposeful communication is key. It is of utmost importance to involve individuals both internally and externally in diverse manners, to cultivate a sense of ownership and enhance credibility by exhibiting that the organisation practices what it preaches.

“You need congruence between what you do and what you propagate as an organisation” — P1
 & “Do not only practice what you preach, but also start executing it. Results in credibility” — P5

Figure 11 on the next pace depicts the model of a flourishing organisation made up of all the aforementioned components. Together, all these elements form a model with the knobs on which an organisation can turn to flourish more and more.

KEY INSIGHTS

For Strategiemakers to have the tools to develop a sustainable strategy, there needs to be an organisational model parallel to it to help an organisation flourish. By creating this model, the purpose is embedded in the organisation, and it can include the outside world in the decisions it makes for the future direction. This model offers the possibility to determine the focus of the strategy, to assess the effects of decision-making and goal-setting on the various components of the Bee Flourishing Model, and to decide the necessary tools required to attain those goals.

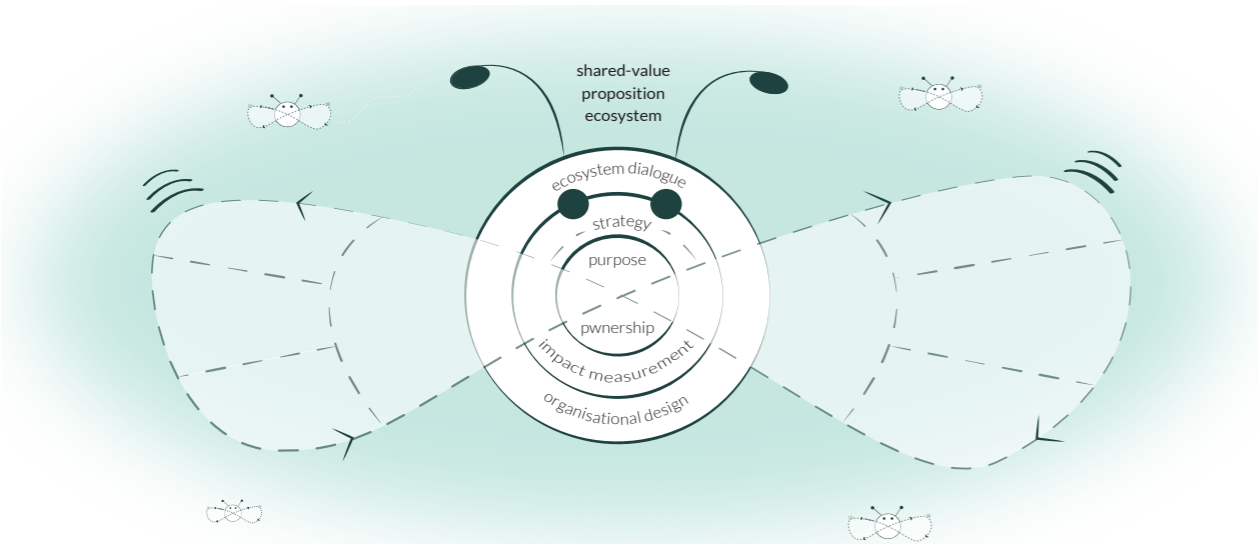
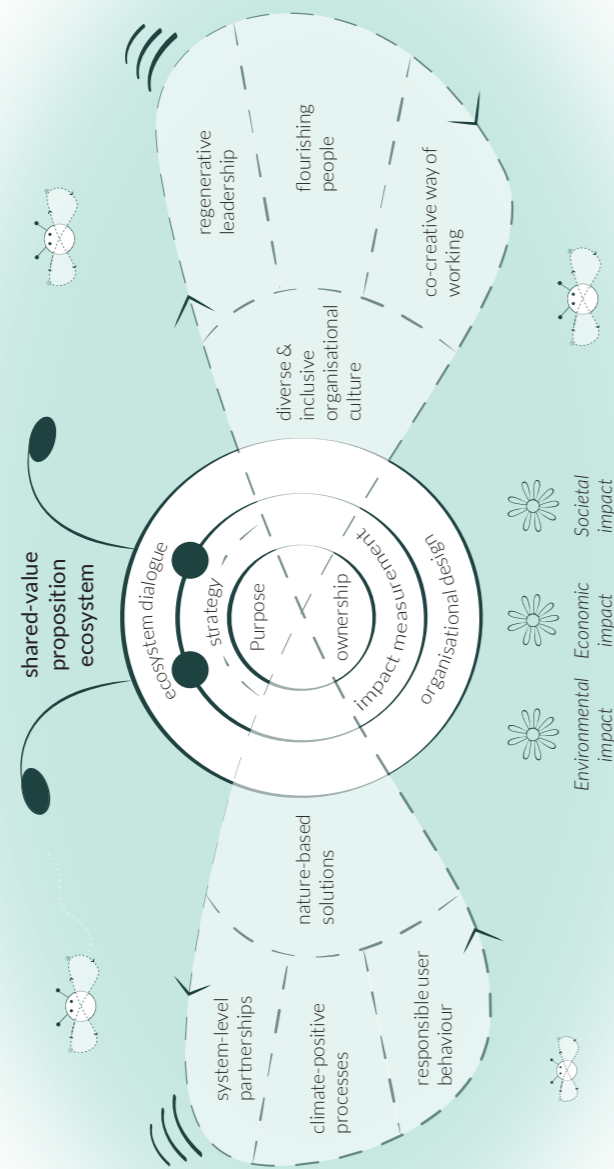


Figure 10: core Bee flourishing model

BEE FLOURISHING MODEL



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 Designed by **Strategiemakers**

A sustainable strategy >

The research also reveals the need for tools that concentrate on gaining support from people, in addition to the typical tools that may be added to this timeline. Because if people are not even aware of the problem, they would not include sustainability in their plans.

The themes identified during the research discussed in Section 4.1 were compared to the strategy creation process used by Strategiemakers consultants to develop a flourishing strategy (as shown in Figure 12 on the next page). This visualisation highlights the key points that should be focused on during different stages of the process and the underlying elements that are crucial for the successful implementation of a flourishing strategy (1C1, 3C1). This approach aligns with Strategiemakers' people-centred approach and should be incorporated into the development of the concept. In practice, this means involving employees and other stakeholders in the strategy development process in some way. Engaging the right stakeholders can lead to behaviour change that extends beyond a single organisation. The focus points in the visualisation indicate the specific content that should be addressed using the tools at each stage to achieve a flourishing strategy. The specific emphasis on these points may vary from one organisation to another, depending on the organisation's strengths and areas where there is room for improvement.

The visualisation also illustrates the relationships between the different themes. It should be noted that the organisation's purpose is depicted as a linear element in the model, but the analysis suggests that a purpose can evolve and be further refined through insights gained later in the process.

The research also indicates the need for tools that focus on obtaining support from people, in addition to the traditional tools that may be included in this timeline. This is because people may not consider sustainability in their plans if they are not aware of the issue.

"You need to see what is happening

outside your bubble to realise you (the organisation) have to change as well". — Px, during observations
 & "Well, I am that person on the highway who longs for more asphalt, who wants more luxury in the house and always more. But eh I can see now that that is not sustainable and things have to change, and we can play a role in that." — Px, during observations

KEY INSIGHTS

Since the majority of the analysis' focus points described in Figure 12 for building a flourishing strategy do not pertain to just one stage but rather span several, the tools in the concept must overlap. From these focus points, the following requirements are extracted and should become central in the development of a flourishing strategy:

- Make the output inspirational & relatable
- Bring the outside stakeholders' perspective inside the organisation's ambitions
- Deliver tangible results an organisation can work with
- Combine the long & short term in describing your strategic themes
- Define inclusive ambitions & strategic themes that create holistic multi-value impact
- Change the client's perspective by expanding their organisational boundaries
- Make the ambitions & strategic themes measurable in financial, environmental & social terms

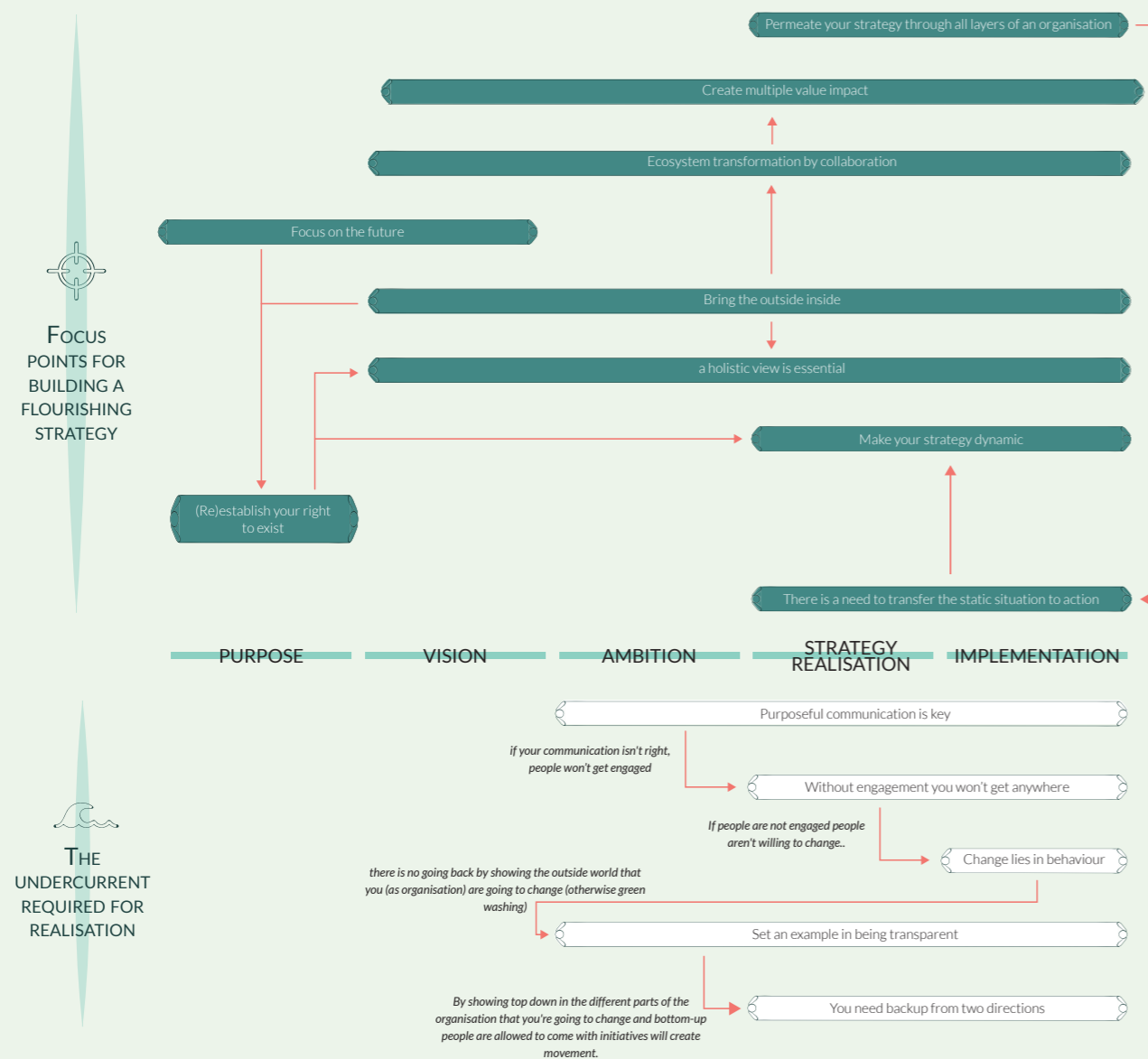


Figure 12: identified themes compared with Strategiemarkers' strategy creation process

Sustainable tools >

The use of tools can significantly enhance the likelihood of success when developing a strategy (Geissdoerfer et al., 2018). To gain a comprehensive understanding of the tool saturation within the different components of the Bee flourishing model, the tools from Section 2.4 are depicted in Table 4. By mapping these tools against the requirements from Section 4.2, it is possible to delve deeper into how existing tools may support the creation of a flourishing strategy. The tools that may be particularly beneficial in this regard are highlighted in green, based on the intended

outputs described in Section 2.4. However, due to their overlapping characteristics, only one of the various business model canvases has been chosen for further analysis: the Triple Layered Business model canvas.

From this set of tools, some are already used by Strategiemarkers like Explore-exploit or Thrive by Design, but some are also new or have not been used before in the strategy development process like The value hill or the Butterfly model.

Table 4: cross-referencing the tools with the requirements for a succesful flourishing strategy

Requirements	Network blueprint	Scope 1,2,3	Impact accounting (IWAP)	SDGs framework	Multi-stakeholder	ReOUE framework	Life Cycle assessment	Flourishing business model canvas	The triple layered business model canvas	Set against business models	40Rs	Explore-Exploit	Butterfly model	Value proposition canvas	Sustainable Value Analysis Tool	Trend research	Personas	The value hill	Vision mandala	Cambridge value mapping	Impact wheel	Value creation model	Thrive by Design	Regenerative leadership	Theory U	Rolling wave	Agile working	"Hot and type"	ESG	Ownership model canvas
1 Deliver tangible results an organisation can work with																														
2 Make the ambitions & strategic themes measurable in financial, environmental & social terms																														
3 Bring the outside stakeholders' perspective inside the organisation's ambitions																														
4 Combine the long & short term in describing your strategic themes																														
5 Define inclusive ambitions & strategic themes that create holistic multi-value impact																														
6 Make the output inspirational & relatable																														
7 Change the client's perspective by expanding their organisational boundaries																														

KEY INSIGHTS

The currently available tools with a sustainable aspect can contribute to several stages of the strategy process and are able, to a certain extent, to add value to several components of a flourishing organisation, see Figure 13. However, in the remaining part of the project, there will be a focus on the ambition and strategic themes steps in the process. One reason is that Strategiemarkers already have an established tool portfolio

for the context exploration and vision steps and have gained extensive experience in this regard.

Additionally, their collaboration partner also excels in this part of the process, which would make it more valuable to prioritise the other steps in the following phases of the design process.

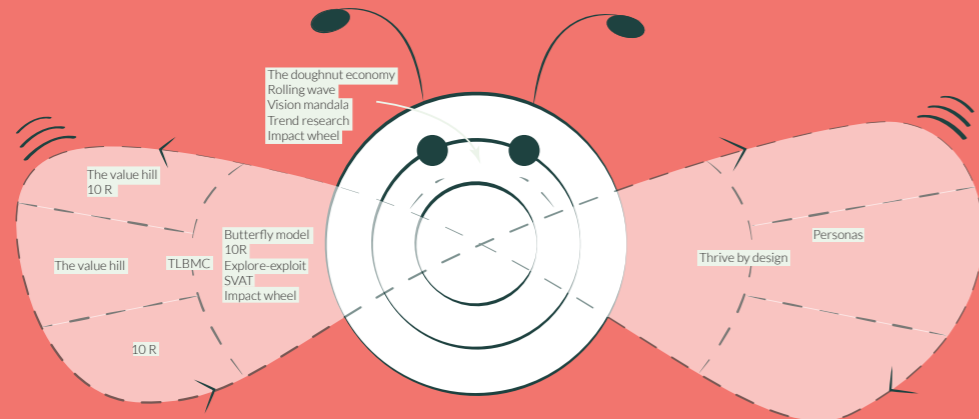


Figure 13: the tools with a sustainability element plotted on the Bee flourishing model

The sustainable strategist >

A persona in Figure 14 was ultimately created based on the insights gained from the different exploratory interviews and generative sessions, as well as observations of Strategiemarkers in action, in order for a Strategiemarker to work

with the concept effectively. This persona must be considered when developing the concept, which will be further defined by several concept requirements in Chapter 5.

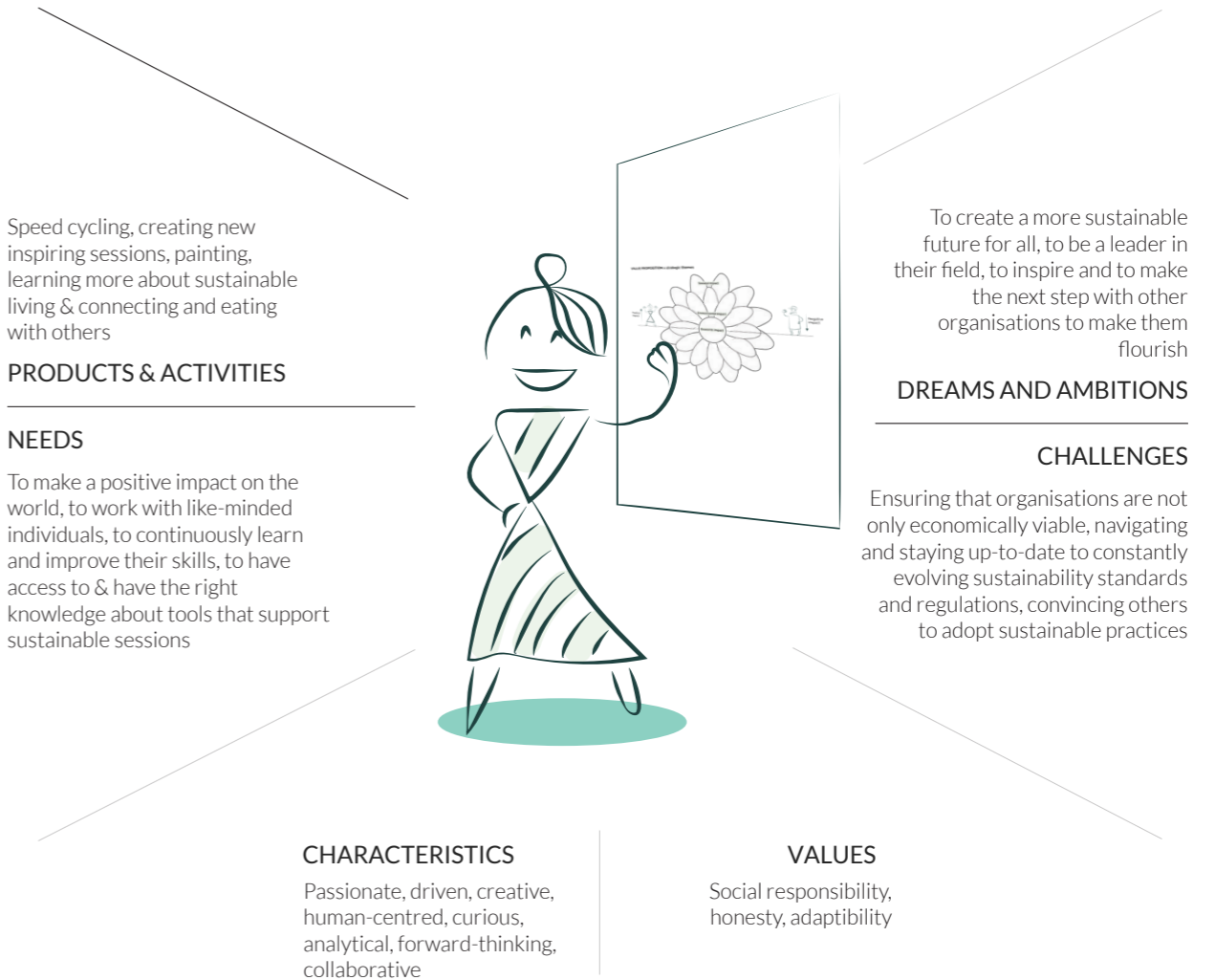


Figure 14: the Strategiemarker persona

General conclusion >

The context findings in this chapter have provided further insight into what an organisation should look like considering that they not only aim to make a positive economic impact, but also an impact on social and environmental fronts. Many organisations are currently aware that they need to transform into an organisation like the Bee flourishing model, but these organisations) are all in different phases. Based on the model, the focus for an organisation can be determined, and the right ambitions can be set. These long-term ambitions can be formulated in short-term strategic themes by considering the requirements for a successful flourishing strategy that have been extrapolated from context research. To formulate the right content, the researched tools can be used, which can contribute to fulfilling the requirements and making the strategy practical in various ways. It must also fit the persona created to determine how to best merge all the finding into an applicable concept that will guide Strategiemakers.

5 Design brief

Design brief.

To determine how Strategiemakers can use existing tools to develop a flourishing strategy, a decision guide is to be designed, considered the company's context and the research area of this project.

The large assignment was repeatedly scoped down and reframed based on the context research, literature review, and developments within Strategiemakers. This chapter describes an analogy to frame the solution, a more specific design goal, and a set of requirements that follow from this goal.

Solution space >

An analogy is used to frame the solution, which is based on the needs retrieved from the context research in Chapter 4 and the literature insights from Chapter 2.

It features a skilled photographer who has built a reputation for himself in the industry by capturing beautiful, thought-provoking images using his analogue camera. He knew how to use his camera inside and out and can produce stunning shots that leave viewers in awe.

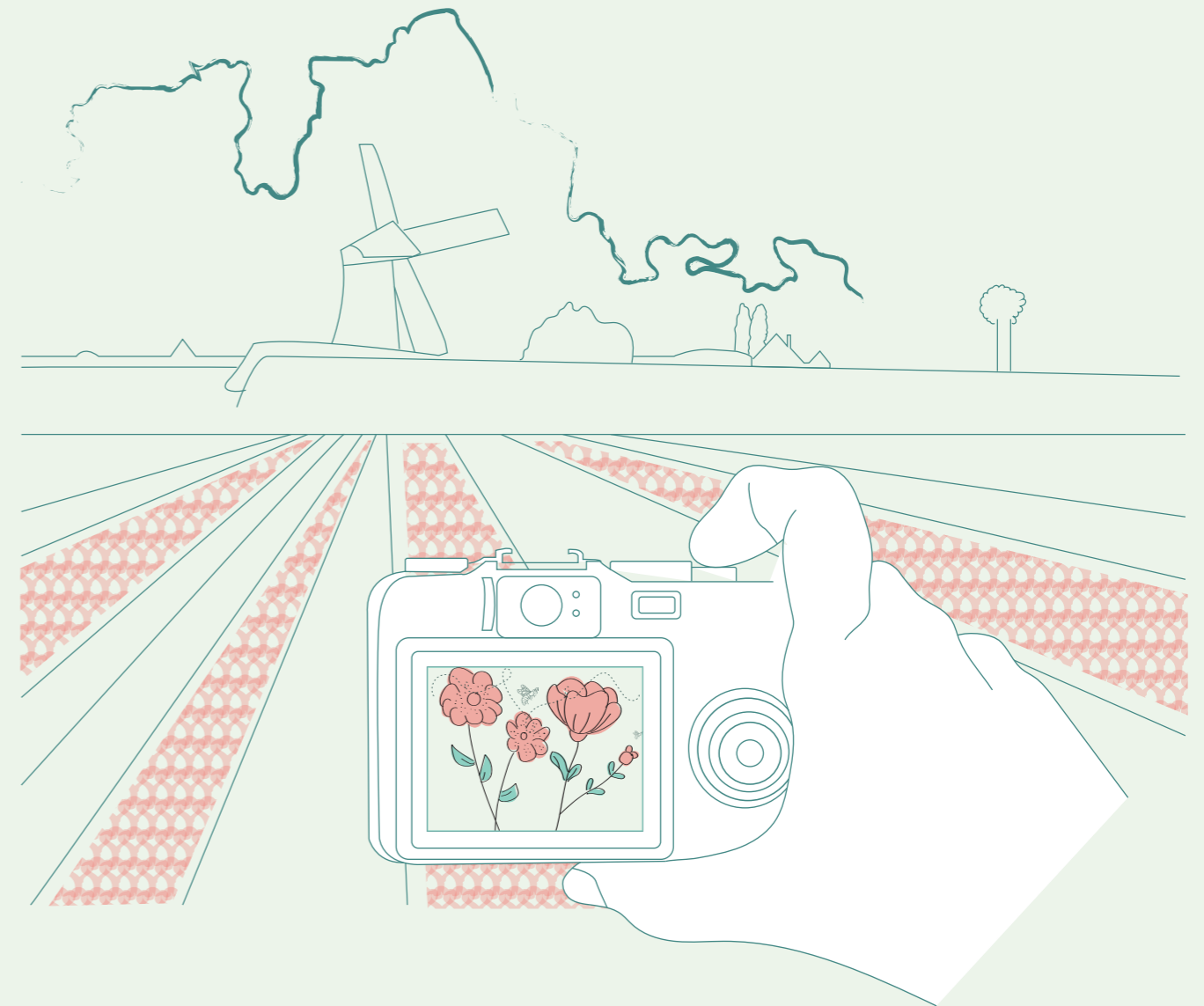
But as time went on, the photographer realised that he was missing out on new opportunities to expand his horizon. He knew that the world of photography is rapidly changing and that many of his peers had switched to digital cameras. He feels left behind and is uncertain about how to move forward.

Then, one day, the photographer decides to take the leap and invests in a digital camera. At first, he is overwhelmed by the array of options available to him. He is used to the simplicity of his analogue camera and feels lost in the sea of buttons and settings on his new camera.

But thanks to an instruction manual, the photographer slowly begins to understand the potential of his new camera. He discovers that he can zoom in and out with greater precision, capture images in low-light situations, and even take photos while challenging things are happening in the background. He feels a sense of excitement and possibility that he has not felt in years.

As the photographer began to use his new camera and to explore its capabilities, he also began to see that the world of photography is a lot more expansive than he had imagined. He feels like a new chapter in his career has begun and is eager to see where it will lead.

Just like the photographer, Strategiemakers are experts in their field, but can feel uncertain when moving into a field that draws on their knowledge while simultaneously requiring new information. By having the right tools and support, it gives them confidence to push their limits and to adapt to new opportunities, helping organisations to become more sustainable.



Design goal >

The insights from Chapter 2 & 4 resulted in the following design goal:

Design goal

Design a toolkit that guides Strategiemakers in selecting the appropriate tools for the client with the aim to develop holistic multi-value ambitions & future-proof flourishing strategies.

By decomposing the design goal and connecting design requirements to it, the design goal is clarified. This makes a distinction between requirements that pertain to Strategiemakers and demands that are crucial for the output of the concept.

Concept requirements >

Guides (for Strategiemakers)

The findings in Section 1.1 indicate that utilising the concept should enhance the confidence of Strategiemakers in narrating stories and leading their clients towards a flourishing organisation, rather than hindering it.

Concept requirement:

- Gives Strategiemakers confidence in designing flourishing strategies & gives them a solid foundation to start with

Selecting (for Strategiemakers)

For effective usage by Strategiemakers, the toolkit must come with clear explanations, as it may include novel tools or alternative applications of existing tools. As demonstrated in Section 2.4, simplicity should ease the adaptability of the tools.

Concept requirement:

- The concept is easy to understand

appropriate & future-proof

Organisations are at varying stages of growth towards thriving success. To effectively work with a client, Strategiemakers should utilise the appropriate tools for that client, as outlined in Section 4.1. They should also inspire both themselves and the client to apply the tool and

advance to a new stage, as demonstrated in Sections 2.4 and 4.3. Furthermore, the tools should provide sufficient support to ensure the client can continue using them even after Strategiemakers have left, avoiding the outcomes described in Section 4.2 where results are left unused.

Concept requirements:

- Offers tools that fit the needs of the client
- Offers tools that are inspirational & relatable
- Delivers tangible results

Multi-value ambitions & flourishing strategies

Ultimately, organisations must make decisions that address complex social and environmental challenges, creating a comprehensive multi-value impact, as evidenced in the findings of Sections 2.2 and 4.2. They must be willing to step outside their comfort zone and adjust their aspirations to align with current and anticipated trends and transitions impacting their future, as shown in Section 4.2. This requires balancing short-term and long-term considerations when defining strategic themes, as demonstrated in Section 2.3. The focus should be solely on defining ambitions and strategic themes, as the context exploration and vision formulation is handled through close collaboration with another company, as described in Section 1.1.

Concept requirements:

- Brings the outside world inside the organisation's ambitions
- Combines the long & short term
- Creates holistic multi-value impact

6 Design rationale

The goal of this design rationale is to explain the process and reasoning behind the design of the **Tool inspiration guide** for Strategiemakers, which represents the chosen concept. The Tool Inspiration guide will be used to give Strategiemakers confidence and a solid foundation to start with as they work with clients to develop flourishing strategic themes and ambitions. The concept should be self-explanatory and easy to use.

Background >

The target audience for this Tool inspiration guide is Strategiemakers. The consultants' needs, experiences, behaviours, and goals are described in Section 4.4. They are looking for a systematic and comprehensive approach to selecting the right tools for their clients to achieve the best possible outcomes. The Tool inspiration guide will be used by Strategiemakers at all levels of experience and in a variety of industries.

Concept requirements >

The concept must meet the following requirements:

- What the concept needs to give Strategiemakers:
- R1** Gives Strategiemakers confidence in designing flourishing strategies & gives them a solid foundation to start with
 - R2** The concept is easy to understand

- What the concept needs to deliver:
- R3** Offers tools that fit the needs of the client
 - R4** Offers tools that are inspirational & relatable
 - R5** Delivers tangible results
 - R6** Brings the outside world inside the organisation's ambitions
 - R7** Combines the long & short term
 - R8** Creates holistic multi-value impact

Figure 15 displays the icons that will be used in the next chapters to indicate when the information on a particular requirement has been provided.

Concept requirements

-  **R1**
-  **R2**
-  **R3**
-  **R4**
-  **R5**
-  **R6**
-  **R7**
-  **R8**

Figure 15: concept requirement

Alternatives >

Three options that could serve as the final concept are developed in accordance with the ideation process, which is covered in more detail in Chapter 7:

Option 1: A basic toolkit focuses on simplicity and accessibility, providing a selection of proven tools from the 'Strategiemakers' portfolio. The advantage of this approach is that it requires minimal training or research to implement and has a lower risk of failure. However, it may not offer as many options or may not be as effective as other approaches.

Option 2: A comprehensive inspiration toolkit providing a wide range of tools and detailed guidance on how to select and use them. This approach allows for greater flexibility in terms of strategy development, but requires a more significant investment in terms of time and resources for training and implementation.

Option 3: A new tool that combines and improves upon existing tools offers a unique solution to the challenge, potentially providing a more efficient and effective solution than the other options. However, this approach requires a higher level of

investment and carries a higher risk of failure due to the need for research and development, as well as user acceptance and adoption.

Selected direction >

After carefully evaluating the requirements and consultation with Strategiemakers, Figure 16. It was decided to go with option 2: a comprehensive toolkit with a wide range of tools and detailed guidance on tool selection and use.

Additionally, option 2 is considered necessary as an intermediary step in progressing towards option 3. While option 3 had the potential to offer a new and improved tool, the longer timeline and lack of alignment with the third requirement made it less feasible in this case. Option 1, which only provides a minimal amount of guidance on tool selection and use, may not be sufficient for Strategiemakers in some cases. Without proper guidance, Strategiemakers may struggle to understand how to apply the tools effectively in their work, potentially leading to strategies that are not optimised for their clients' needs or that do not achieve the desired results. Additionally, many of the tools do not adequately focus on sustainability, which is crucial for long-term success. Without the incorporation of sustainable









	Option 1	Option 2	Option 3
 R1: Gives confidence in designing flourishing strategies & gives them a solid foundation to start with	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
 R2: The concept is easy to understand	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
 R3: Offer tools that fit the needs of the client	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
 R4: Offer tools that are inspirational & relatable	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
 R5: Delivers tangible results	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
 R6: Brings the outside world inside the organisation's ambitions	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
 R7: Combines the long & short term	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
 R8: Creates holistic multi-value impact	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Figure 16: evaluation of concept directions

elements, the basic toolkit may not be sufficient to guide organisations towards being flourishing.

Option 2 meets the users' needs, is feasible within the timeline, and offers the most value in terms of the range of tools and guidance provided. Taking Strategiemakers through one step at a time, rather than presenting all the options at once, helps them to focus on one decision and reduces the risk of feeling overwhelmed or making hasty decisions. This can increase the confidence and effectiveness of Strategiemakers as they work with their clients. The guide helps to translate the abstract and complex Bee flourishing model into a more specific and tangible form, while maintaining an understanding of the interconnectivity of all its components and the intricacy of a sustainable organisation. This is achieved by allowing for a closer examination of the individual components of the Bee flourishing model and addressing them in a specific manner, which involves connecting each component with the appropriate tools. This enhances the effectiveness of the model and supports the organisation in its journey towards sustainability.

The process of tool selection in Option 2 involves multiple phases of filtering to ensure the choice aligns with the needs of Strategiemakers' clients and to reduce the risk of relying on familiar tools that may not be the optimal fit. This encourages Strategiemakers to consider a wider range of options and select the most appropriate tools for each client, which can lead to more sustainable outcomes for both the organisation and society. Additionally, Strategiemakers have the opportunity to view existing tools from a fresh perspective, helping them to discover new ways to use those by presenting the options step by step and giving the adapted, elaborated tools in the storage. This can increase the number of tools available to Strategiemakers and help them to be more innovative in their approach to strategy development.

7

Design process

The process.

This chapter goes into further detail about the final concept development after establishing a clear starting point with the design brief. It outlines the development process in detail. To design the concept, a research-by design-method is applied for the development phase of the project. Since more is learnt about the context of the project by designing, the research does not finish after the research phase (Stappers & Giaccardi, 2017).

The theory that was found is immediately tested in context and used as new data to improve and iterate the concept. This process had already begun in the development of the Bee flourishing model in close collaboration with Strategiemakers. The concept development can be seen as an iterative approach in which multiple cycles of designing and testing are done.

The process >

Step 1: Ideation

Goal - Translate the requirements to first ideas

Method - How-might-we question were created to translate the requirements to first ideas

Outcome - Three possible concept directions, explained in more detail in Chapter 6:

Option 1: A basic toolkit that focuses on simplicity and accessibility

Option 2: A comprehensive toolkit that provides a wide range of tools and detailed guidance on how to select and use them

Option 3: A new tool that combines and improves upon existing tools

Step 2: Define

Goal - Ideate and dive deeper and validate the needs of the Strategiemakers, and define what is most important for them. Method: Creative workshop (See Appendix D)

Method - Four Strategiemakers participated in a workshop where they went through several steps to validate the requirements outlined in the design brief. They generated ideas through how-might-we questions based on the requirements, and were pushed outside their comfort zones through what-if situation sketches.

Outcome - It became apparent that the final concept should be visually appealing. Using drawings or photos to boost the process is beneficial because they are not only appealing, but also aid in the understanding of concepts by session participants (Hoogendoorn, 2018). Option 3 was eliminated because it is impossible to create the ideal session that can be used with every client; either it will always be insufficient and not be used, or it will take a lot of effort to customise it for the client.

Concept requirements

R1: Initially, it is essential to have a clear and transparent understanding of the available tools and requirements for flourishing ambitions and strategic themes. Subsequently, filtering can help Strategiemakers focus their efforts and reduce the risk of feeling overwhelmed.

R3: Give the option to a Strategiemaker to choose their parts of the toolkit, based on the needs of the client.

R4: Make use of visuals in the final concept

Step 3: Conceptualise

Iteration 1—a step-by-step guide in a spreadsheet

Goal - Increasing the validity of the concept

Method - Individual kill & thrill sessions with two Strategiemakers. In these sessions, they were given the space to fire off a few elements of the concept, but also to name the points that particularly fascinated them.

Outcome - Valuable feedback was provided regarding the clarity of the steps in the process and the necessary level of explanation for understanding the procedures.

Concept requirements

R4: Using a spreadsheet is not visually appealing enough and there is a risk of the file crashing. Therefore, another medium and design had to be considered.

R5: only giving an example of the canvas of the tool is not enough, more elaboration is necessary to ensure the viability of the concept.

Iteration 2 - Tool inspiration guide version 1

Goal - Increasing the validity of the concept

Method - Individual kill & thrill sessions with three Strategiemakers. In these sessions, they were given the space to fire off a few elements of the concept, but also to name the points that particularly fascinated them and how the viability of the concept can be ensured.

Outcome - Without a link to the complexity of a flourishing organisation (Hutchins & Storm, 2019), the effect of the output will be minimal. Additionally, it is unclear with this version how and when a Strategiemaker will use the concept. Option 1 was eliminated at this stage because relying solely on tools that strategists have never used before makes the process excessively novel, and it is not feasible to effectively balance long and short-term goals when using only familiar tools.

Concept requirements

R3 & 4: The guide: The final concept will be more viable since it can be incorporated into the proposal writing process if the questions from the Bee flourishing Quicksan questions are added to link to the Bee flourishing model.

R7 & 8: Content of the storage: The adapted tools should place greater emphasis on



encouraging an organisation toward not just financial impact, but also social and environmental value, and ought to make short-term activities meet an organisation's ambitions.

Iteration 3 -Tool inspiration guide version 2

Goal - Increasing the validity of the concept

Method - Individual kill & thrill sessions with two Strategiemakers. In these sessions, they were given the space to fire off a few elements of the concept, but also to name the points that particularly fascinated them and how the viability of the concept can be ensured.

Outcome - The Tool inspiration guide works, but the content of the storage needs still more attention, but that is left for future developments.

Concept requirements recommendations

R1: Content of the storage: The tools become too complex if they are required to fulfil all the requirements for generating flourishing ambitions and strategic themes, which can negatively impact usability. Therefore, a specific tool should suggest complementary tools it can be used with, to design the sessions that will effectively guide the client towards becoming a flourishing organisation.

R6: Content of the Tool storage: In the adapted tools or recommendations for them, prioritise the perspectives and input of external stakeholders and consider the society and the environment as one of them.



8

The concept



The concept.

This chapter provides an overview of the concept, designed to support Strategiemarkers in guiding their clients towards a flourishing future. The concept was evaluated and developed through a research-by-design approach, to ensure its ease of use, alignment with the needs of Strategiemarkers, and provision of appropriate guidance. This process was carried out with different types of ideation, which are described in Chapter 7.

The toolkit concept comprises four interrelated components: the Bee flourishing model, the Tool inspiration guide, the Sustainable tool storage, and the back-end spreadsheet. These components together provide a comprehensive picture of the elements necessary for the development of a flourishing strategy.

The Tool inspiration guide, showed in Figure 17, is a key component of the toolkit and provides Strategiemarkers with advice on the selection of tools that are best suited to support their clients in their journey towards a flourishing future. It offers opportunities for Strategiemarkers to use both familiar and novel tools in innovative ways and provides access to an extensive collection of tool descriptions and examples in the Sustainable tool storage.

This chapter will first contextualise the concept and highlight its added value. The various components of the concept will then be discussed in greater detail. The details of the Bee flourishing model, including its underlying principles and key elements, however, have already been discussed in depth in Section 4.1

The positioning of the complete concept, including the Bee flourishing model, will be explored in depth in Section 9.1. This section will provide a comprehensive understanding of how the different components of the concept work together to help Strategiemarkers lead their clients towards a more flourishing organisation.

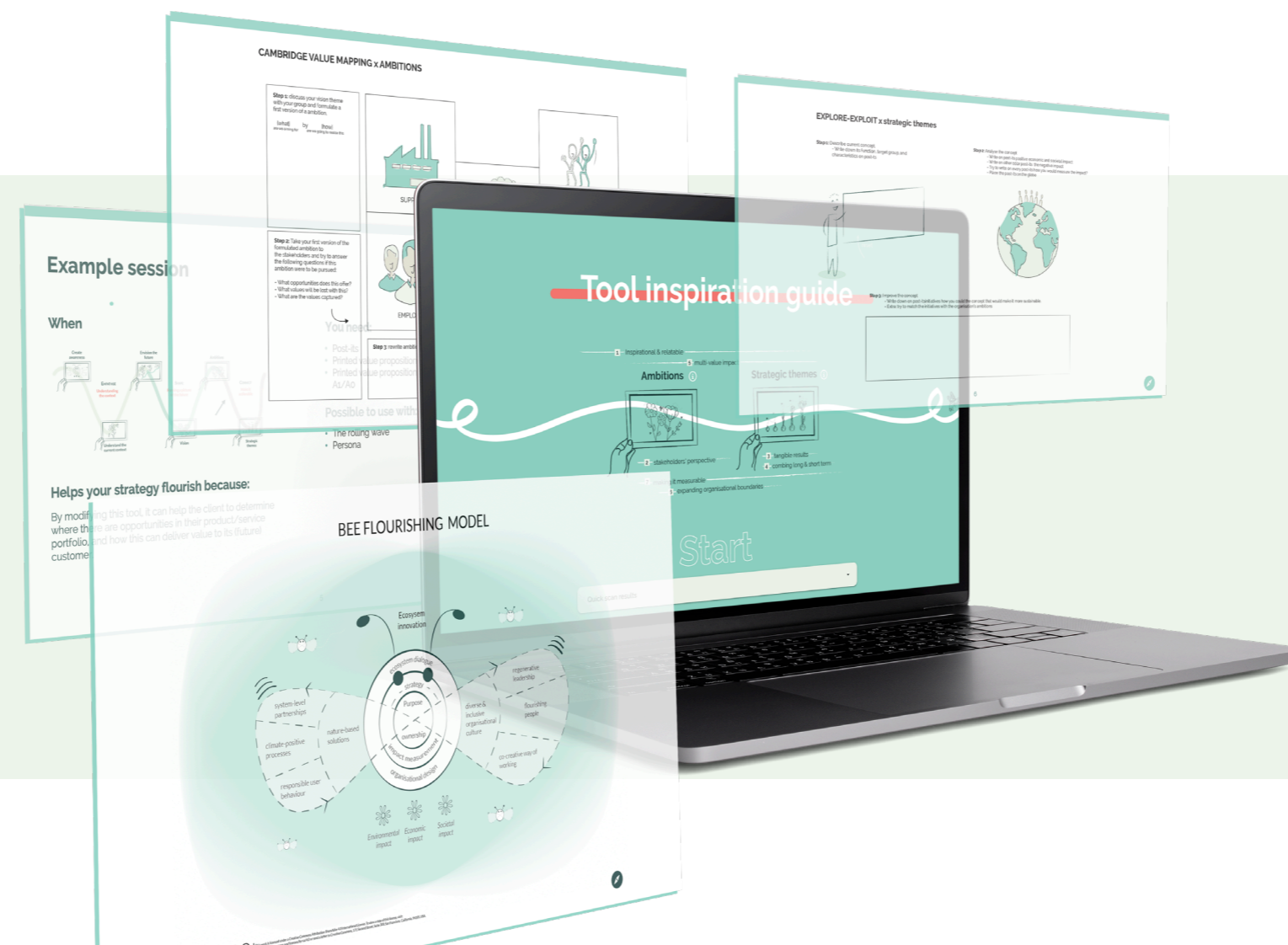


Figure 17: visualisation of the concept

Process description >

Context of the tool

The Tool inspiration guide is designed to guide and inspire Strategiemakers in their sales process, see Figure 18. Through the use of the concept's various touchpoints, it creates value in the process. The concept can be used by both Strategiemakers who are new to the company and want to explore Strategiemakers' tool portfolio, and experienced Strategiemakers who are looking for a new, sustainable perspective on existing tools.

Value of the concept

The Tool inspiration guide adds value to Strategiemakers. Listed below is a list of these values:

Better suiting the client's needs

The Tool inspiration guide emphasises the possibility of selecting the right tools, rather than simply using a one-size-fits-all approach or forcibly converting the tools they always use. This is to effectively support an organisation's journey into becoming more sustainable.

Using tools with a multi-value perspective

By providing more in-depth guidance and support, Strategiemakers are better equipped to use the appropriate tools to create ambitions and strategic themes. They are designed with a multi-value focus beyond just financial considerations.

Initiating a more structured approach

Without removing the freedom of choosing and

adjusting sessions to what a Strategiemaker thinks is necessary, the concept guides and aspires to make the most of what is possible. Having a more structured approach for selecting the appropriate tools to build sessions can help ensure that the strategy for achieving a flourishing organisation is well-thought-out and effective.

Raising awareness about flourishing organisations

More awareness of becoming a flourishing The creation of awareness regarding the concept of flourishing organisations can be advanced by giving the Strategiemakers' Bee flourishing Quicksan to clients during their initial interactions, and by utilising the model in client discussions. This would contribute to a more timely and effective understanding of the topic. This helps clients to understand the importance

of sustainability and its effects on future long-term success and viability of an organisation. It also provides a client with the chance to learn more about how Strategiemakers experience a sustainable society and the way flourishing organisations operate.

User scenario

A user scenario, see next page, can assist in explaining and comprehending the design of the concept. The scenario, based on the process description, illustrates how a Strategiemaker utilises the Tool inspiration guide and demonstrates how the requirements outlined in Section 5.3 are met.

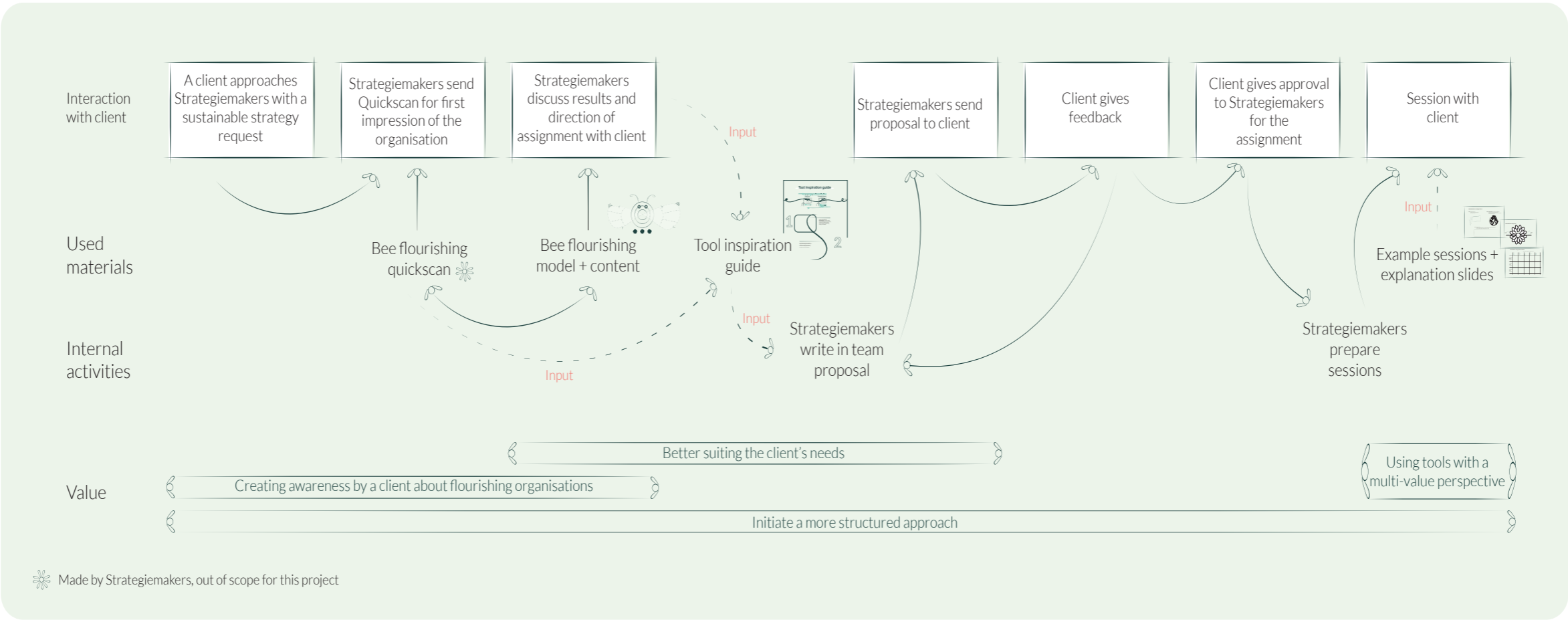
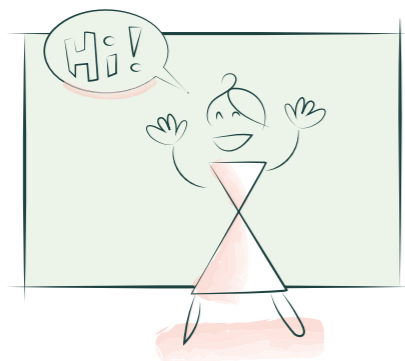
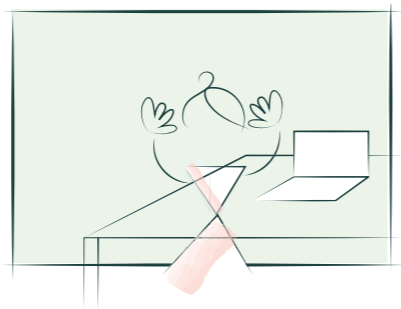


Figure 18: concept process description

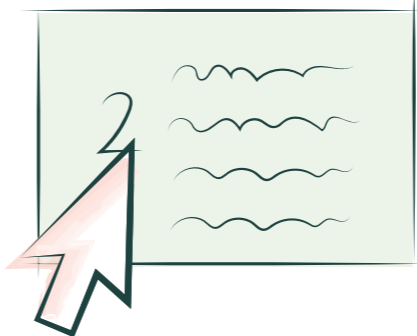
User scenario >



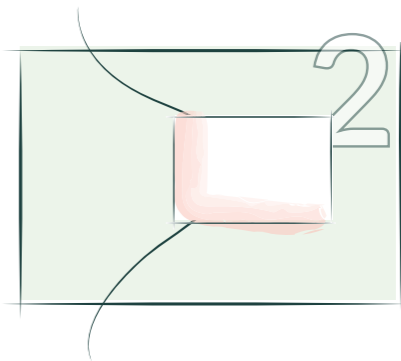
Hi! Meet Sam the Strategiemaker



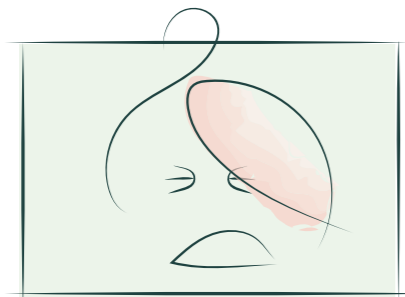
Sam is required to produce a proposal concerning ambitions and strategy sessions with a sustainable approach for a client once more.



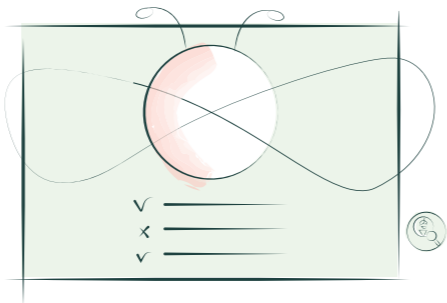
Sam wants to know how to "get the organisation out of their bubble & therefore clicks on "requirement 2"



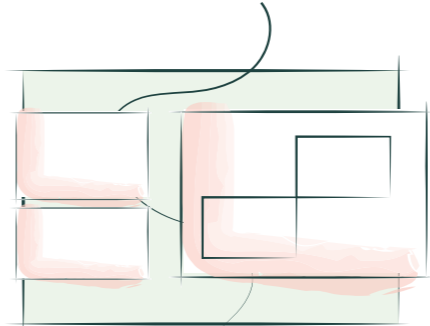
After that, she sees the desired outputs of existing tools that help to fulfil her chosen requirement.



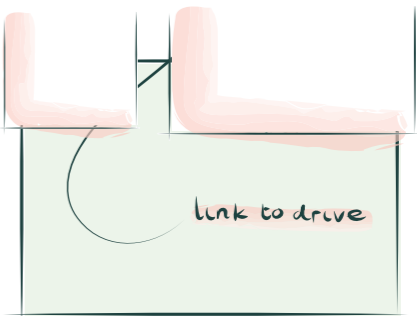
Sam, however, has run out of ideas for the next session's design and is tired of always utilising the same slides.



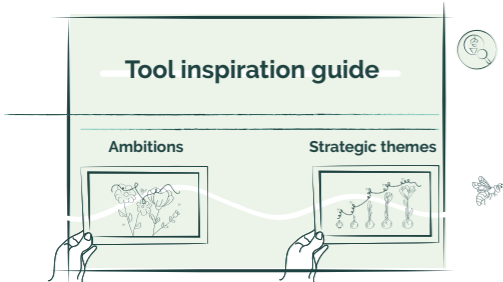
As a starting point she goes back to the Bee flourishing quick scan filled in by the client to find the results of the Quickscan.



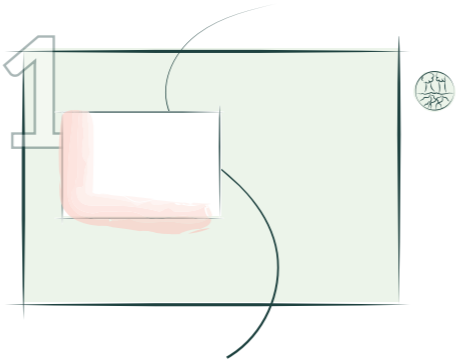
She selects the outputs she believes will be most helpful to her and the matching tools emerge as a result.



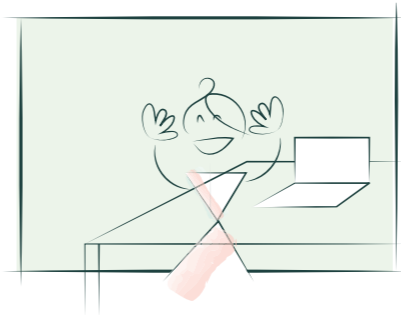
To get more info & to download the canvas in ppt, she clicks on the 'get more info' button.



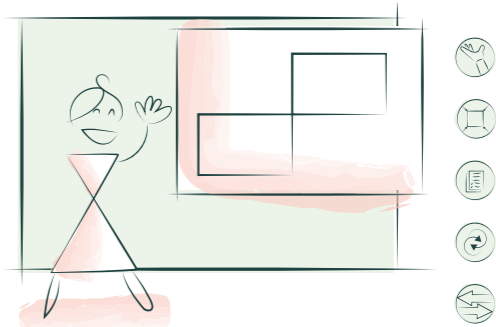
With these results in mind, she opens 'The Tool inspiration guide' on her laptop.



She clicks on the statements the client scored badly on and sees the connected requirements for a succesful flourishing strategy.



She gets excited and adds it as one of the tools in her proposal.



<4 weeks later>
The client was convinced by the proposed tools and Sam gives another ambition & strategy session that fulfils her needs but from a new perspective!

Concept detailing >

The Tool Inspiration guide is a process that helps Strategiemakers create flourishing strategic proposals for organisations. The process starts with a Quicksan, which is provided by the client and developed by Strategiemakers (out of scope for this project). It consists of one statement per component of the Bee flourishing model. These statements indicate the extent to which each component of the Bee flourishing model applies to the organisation, thus enabling the identification of areas where the most significant impact is to be made. The Strategiemaker fills in the Quicksan with the results of the statements that the client performed poorly on. This Quicksan provides a more holistic view of how the organisation stands in their journey to flourish. These statements are linked to requirements for creating a successful flourishing strategy, which were described in Section 2.3.

The Strategiemaker selects a requirement to draw inspiration from and selects a desired output related to that requirement. The Strategiemaker then reviews the existing tools that can be used to fulfil the chosen output and selects the tool that he believes to be most helpful. The Strategiemaker proposes the selected tool, along with the necessary explanations and examples. The structure for explaining and providing examples of the sustainable tools is outlined in Section 8.4.

Match with concept requirements



R1: The guide provides a Strategiemaker with more confidence on the various aspects of sustainability, by taking them transparently through the steps and allowing them to use the right tools to suit both their needs and those of the client.



R3: The tools selected are precisely the ones that can make significant progress in developing a strategy to make an organisation flourish by tying it to the Bee flourishing Quicksan.



R4: The guide offers a fresh view of how new tools can be discovered and how old tools can be used, which inspires creativity.

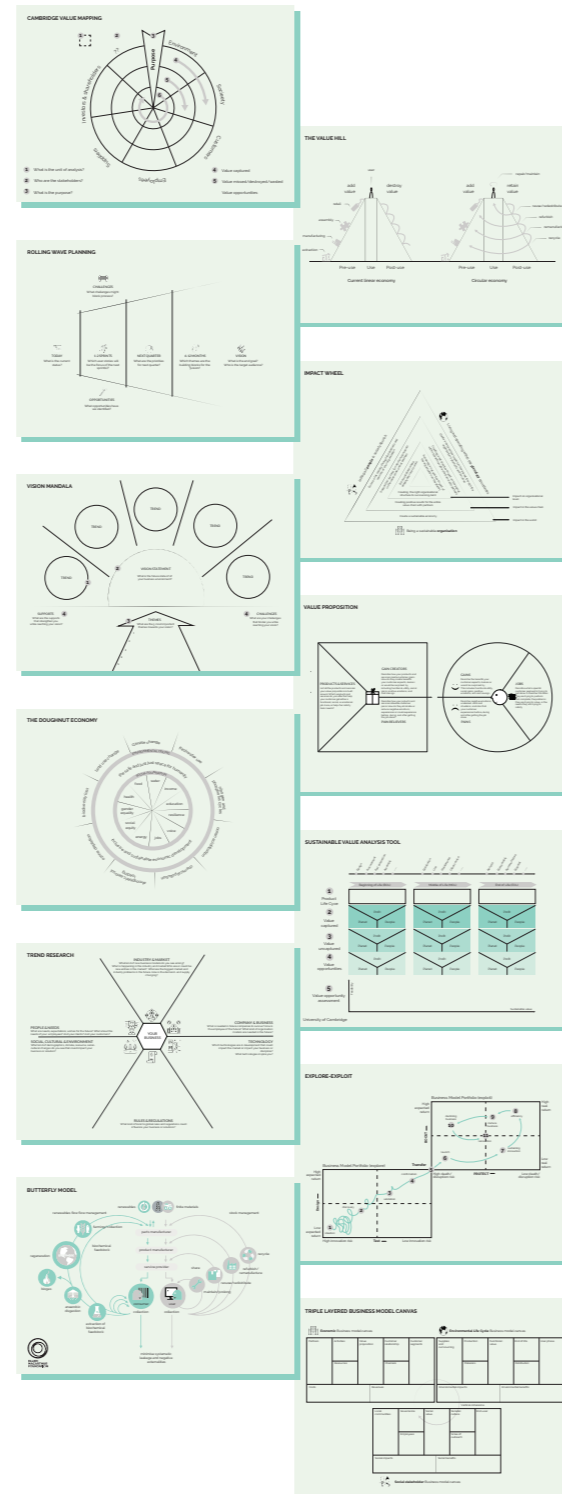
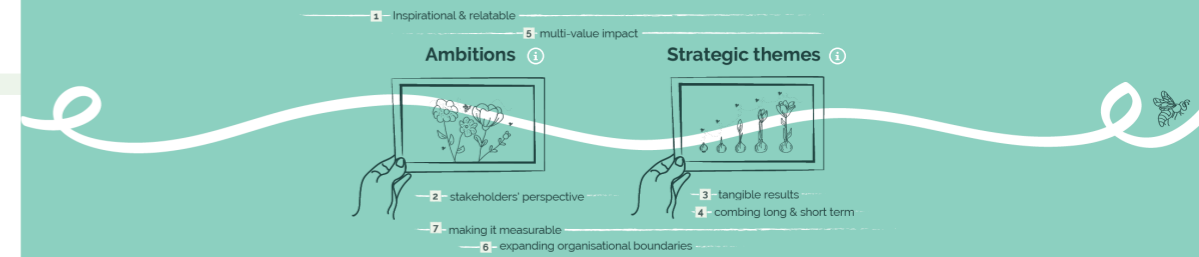


Figure 19: examples of the shown canvases in the guide

Tool inspiration guide



1

- ✓ What do you want?
- ✓ 4. Combine the long & short term in describing your strategic themes
- ✓ 6. Change the client's perspective by expanding their organisational boundaries

The quick scan's statements have requirements attached to them, which when combined should result in a flourishing strategy.

Now select the requirements from which you'd like to draw inspiration for the ambitions and strategy sessions that best address the client's potential. Make your choice by clicking on 'ALLEEN'.

The numbers correspond with the numbers in the visual.

2

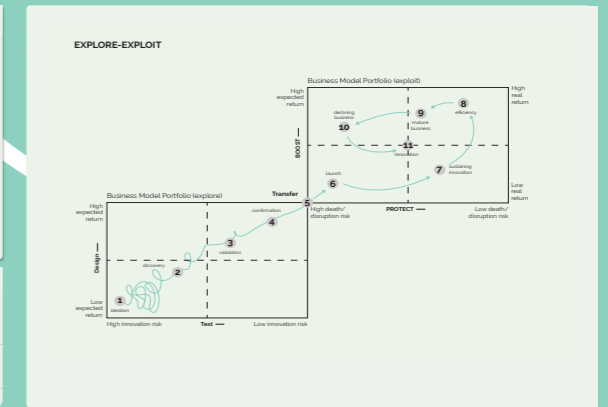
On the right you see the desired outputs of existing tools that help to fulfil your chosen requirement. Select the output you believe will be most helpful to you in your upcoming session or as a suggestion in your new client proposal.

- What do you want to achieve? (3)
- ☐ Position the business portfolio on the s-curve
 - ✓ ☒ Position an organisation in a circular context
 - ☐ Plan the work that has to be done on higher level in the future
 - ☐ Plan the work that has to be done in detail right now
 - ☐ Identify missing partners in their circular network
 - ✓ ☒ Identify gaps and opportunities to transition to a circular business strategy
 - ✓ ☒ Determine the most circular way of handling the materials of a product

3

- ✓ Matching tools
- ✓ The value hill
- ✓ Butterfly model
- ✓ 10R

Matching tools	Tool description
Butterfly model	A tool to understand the stream of materials in a circular economy and to determine a strategy.
10R	A tool to determine the most circular way of handling the (raw) materials of a product.
The value hill	A tool to position a business in



Scroll to find more

Link to drive
Butterfly model

Go to the drive folder for the formats in usable ppts and some example sessions.

Do you want to add a new tool to guide? [Click here](#)

The Sustainable tool storage

The Sustainable tool storage delivers several documents per tool in a folder:

- The unmodified tool available for download.
- A slide presentation, example slides are showed in Figure 21, explaining the purpose of the tool, how it helps meet flourishing requirements, when it can be used during the development of a flourishing strategy, and how it can potentially enhance the development of a flourishing strategy. As mentioned in Chapter 4.3, it can be challenging to create a single tool that meets all the requirements for developing a flourishing strategy. Therefore, the presentation also suggests other tools that may be useful for fulfilling additional requirements.
- Suggestions for adapting some tools, including new canvases that are tailored to meet specific requirements, and an explanation of how to use the canvas in a session with a client.
- Some tools also include filled-in examples.

Match with concept requirements



R2: Some tools are new or adapted, and the self-explanatory nature of the tools in the storage encourages Strategiemakers to try new things and removes barriers to use.



R4: The Tool inspiration guide provides a new perspective on discovering and using new and old tools, which inspires creativity and incorporates natural elements, such as drawings inspired innately into the sessions. This approach engages participants and avoids the repetition of using a canvas with a few lines on paper once more.



R5: The tools in the guide focus on creating tangible results and aligning them with the organisation's ambitions and values, including social and environmental considerations. Each tool in the guide aims to end with a deliverable that is specific or actionable that fits into the organisational context.



R7 & R8: The adapted tools focus in particular on backcasting, connecting new initiatives, the current portfolio, and all other decisions with the organisation's ambitions and future outlook. This helps to prevent the separation of strategy from everyday actions, and encourages the organisation to consider more than just financial impact when making decisions.



To make an organisational strategy flourish it needs to:

1. Make the output inspirational & relatable
2. Bring the outside stakeholders' perspective inside the organisation's ambitions
3. Deliver tangible results an organisation can work with
4. Combine the long & short term in describing your strategic themes
5. Define inclusive ambitions & strategic themes that create holistic multi-value impact
6. Change the client's perspective by expanding their organisational boundaries
7. Make the ambitions & strategic themes measurable in financial, environmental & social terms

Explore-exploit:

Tool description
A tool to visualise a company's portfolio with existing businesses and new growth initiatives.

Helps to:

- Show the evolution of a company's business model over its lifecycle measuring risk vs. return
- Position the business portfolio on the s-curve
- Explore possible innovations on the existing business model and the potential value creating impact of such innovations
- Explore new value opportunities (discover new value)

Helps to fulfil the following requirements:

- Combine the long & short term in describing your strategic themes
- 5. Define inclusive ambitions & strategic themes that create holistic multi-value impact

Example session

When

You need:

- Post-its
- Printed canvases on A3 (x amount of concepts to be analysed)
- Markers
- Duration:
 - Discuss concepts in groups (60 min)
 - Discuss results of new initiatives with the whole group and pick the best ones (20 min)

Possible to use with:

- The rolling wave
- The value-proposition canvas

EXPLORE-EXPLOIT x strategic themes

Steps:

- Step 1: Describe current concept. Write down function, target group and characteristics on post-its.
- Step 2: Analyse the concept. Write on post-its positive economic and social impact. Write on other color post-its the negative impact. Try to write on every post-it how you would measure the impact? Place the post-its on the globe.
- Step 3: Improve the concept. Write down on post-its how you could the concept that would make it more sustainable. Place it to match the relation with the organisation's ambitions.

Figure 21: example slides from the Sustainable tool storage

The spreadsheet

The main goal of the spreadsheet is to ensure the viability of the guide in the back-end. As soon as new suitable tools are found to achieve a flourishing strategy, they can be added in the spreadsheet. It also offers the possibility to extend the guide in the future with the other value propositions of Strategiemarkers and to add the tools used for these propositions.

Reorderable matrices

The flow of the Tool inspiration guide is created by clustering a component-based Design Structure Matrix (DSM) through reorganisation of its rows and columns. DSM facilitates modelling, visualisation, and analysis of system entity dependencies, thereby increasing understanding of complex systems or models (Eppinger et al., 1994). The goal is to move feedback marks towards the diagonal, resulting in a block triangular matrix (Laboratory for Product Development and Lightweight Design, 2019).

The DSM is a tool that can aid in managing the complexity of a design process and identifying areas where improvement is needed. It allows designers and engineers to decompose a system into its constituent elements, understand the interactions between these elements, and analyse potential reintegration through clustering. This can help to (Browning, 2001):

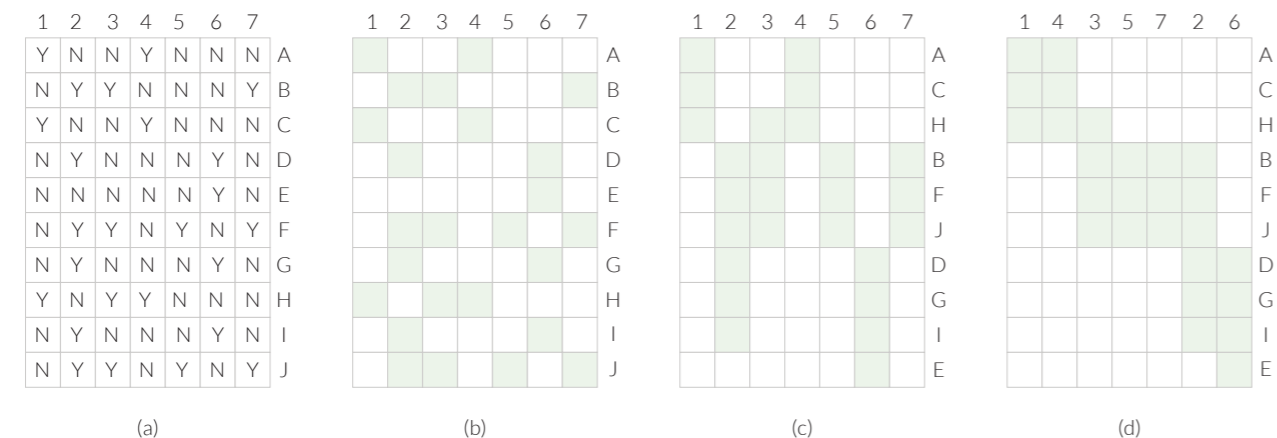


Figure 22: The method for reorderable matrices (adapted from Perin et al. (2015))

- Break down the system into elements;
- Understand the interaction between elements;
- Assessing potential integration through cluster analysis (Pimmler & Eppinger, 1994).

A dataset illustrating the method is presented in Figure 22. The table is initially constructed as a binary one, with tools in columns and desired outputs in rows (a). Cells are encoded based on whether the tool has the desired output or not (b). Rows are then reorganised by visual similarity (c), and columns are reordered (d). The resulting table can be analysed for results, correlations, and clusters.

Spreadsheet configuration

The results of the tool analysis using the above-described method were as follows:

- Identification of overlap among tools;
- Determination of the sequentiality of tools and indication of appropriate usage in the strategy process;
- The potential of clustering to link the requirements for a successful flourishing strategy to the tools in a new column (as depicted in Figure 24 on the next page);
- Linking requirements to clusters highlights how tools can complement one another to form a complete flourishing

strategy.

The last described result is the foundation for the worksheet design, as shown in Figure 23. The identified clusters and their associated desired outputs (column G) are linked to the requirements for a successful flourishing strategy (column D). A value of 1 in columns H to W indicates that the tool described at the top of the corresponding column in row 1 has the output described in the same row in column G.

If a Strategiemarker discovers a new tool that can assist in creating a flourishing strategy, the

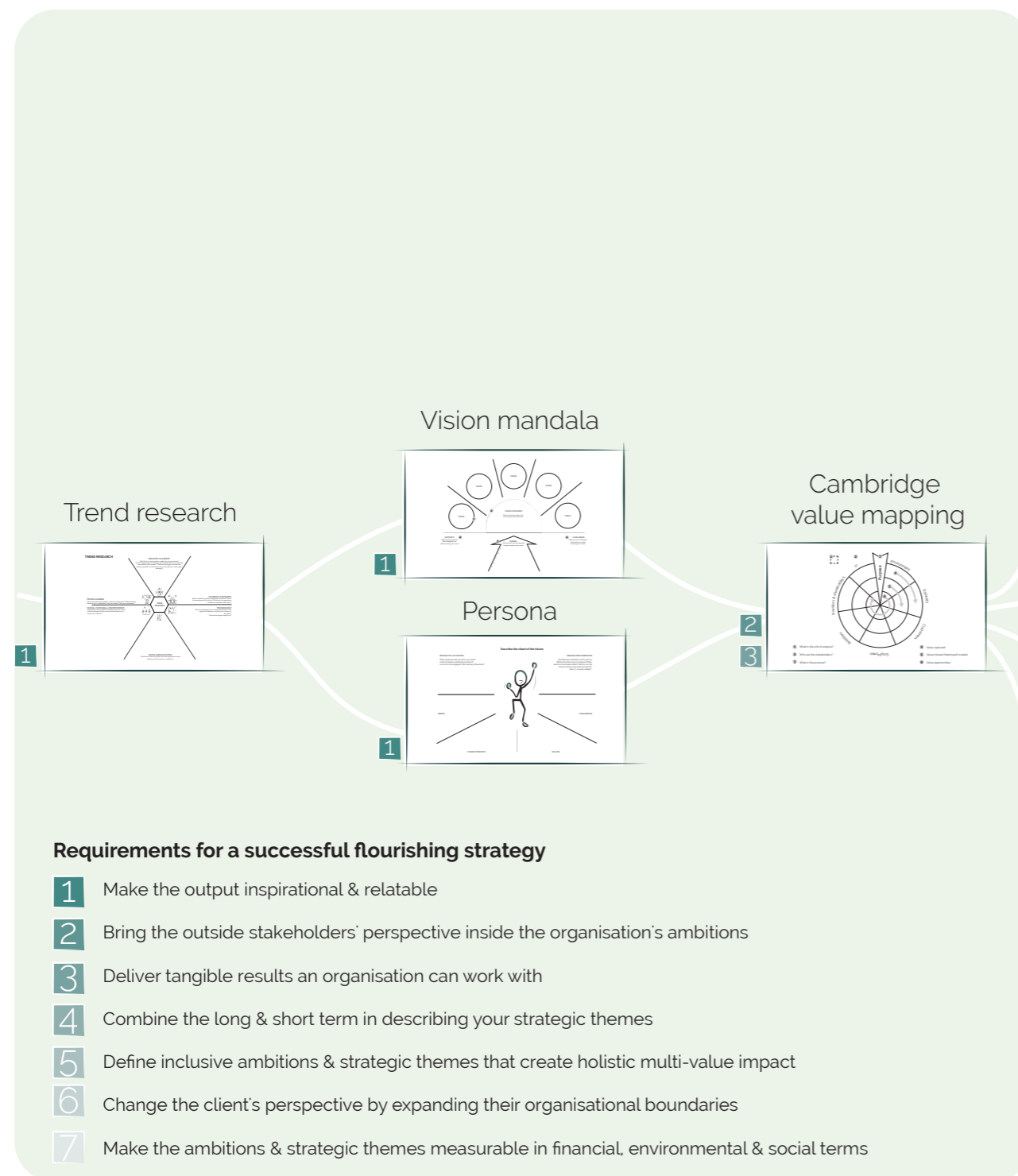
following steps can be taken to include it:

1. Add the name of the tool to the next available column (column X >).
2. Evaluate whether the tool matches one of the existing desired outputs (column G).
2a. If a match is found, place a '1' in the corresponding row(s) (row 2 to 31).
2b. If no match is found, describe the output in the next available row of the desired output column and include the number of the flourishing requirement and the relevant Quicksan statements (column F) that the tool contributes to.

	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE
1																												
2	Design	Desired outputs	Quick scan	Requirement																								
3		1	1	2	Evaluate various external factors impacting a business or organisation																							
4		1	2	2	Visualise context factors to key principles and a vision																							
5		3	3	3	3	Correct strategy with execution																						
6		3	4	3	3	3	Inspire the change & culture by connecting strategy with purpose and culture																					
7		3	5	3	3	3	3	Bring the design into reality by connecting strategy with the necessary skills and tools																				
8		4	7	6	9	9	9	Make the transition process explicit by connection strategy with governance and organisation																				
9		4	7	3	3	3	3	3	Plan the work that has to be done in detail right now																			
10		1	9	8	3	3	3	3	Plan the work that has to be done on higher level in the future																			
11		1	9	9	5	5	5	5	5	Explore how to meet the needs of all people within the means of the living planet																		
12		1	10	8	8	8	8	8	8	Understand user needs																		
13		1	11	8	8	8	8	8	8	Derive user requirements																		
14		1	12	8	8	8	8	8	8	8	Achieving fit between the value proposition and customer profile																	
15		7	13	4	4	4	4	4	4	4	Balance the costs and benefits of the business model idea in a more holistic manner																	
16		7	14	4	4	4	4	4	4	4	Align organisation's action towards sustainability at a strategic BM level																	
17		7	15	4	4	4	4	4	4	4	Creating a baseline for understanding of the organisation's positive and negative economic, social & environmental impacts																	
18		5	16	1	1	1	1	1	1	1	1	Explore new value opportunities & discover new value																
19		5	17	1	1	1	1	1	1	1	1	1	Explore possible innovations on the existing business model and the potential value creating impact of such innovations															
20		5	18	1	1	1	1	1	1	1	1	1	1	Show the evolution of a company's business model over its lifecycle measuring risk vs. return														
21		4	19	3	3	3	3	3	3	3	3	3	3	Position the business portfolio on the s-curve														
22		2	20	5	5	5	5	5	5	5	5	5	5	Define the involved stakeholders														
23		2	21	2	2	2	2	2	2	2	2	2	2	2	Explore value surplus (value which exists, but is not required)													
24		2	22	2	2	2	2	2	2	2	2	2	2	2	2	Define the value captured if given and get a return												
25		2	23	2	2	2	2	2	2	2	2	2	2	2	2	2	Define the value missed value which exists and is required, but is not exploited											
26		2	24	2	2	2	2	2	2	2	2	2	2	2	2	2	2	Define the value destroyed (value with negative consequences)										
27		2	25	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	Define the value absence (value which is required, but does not exist)									
28		6	26	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	Identify missing partners in their circular network									
29		6	27	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	Identify gaps and opportunities to transition to a circular business strategy									
30		6	28	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	Position an organisation in a circular context									
31		6	29	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	1	Determine the most circular way of handling the materials of a product								
32		5	30	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	Understand the stream of materials							
33																												
34																												
35																												
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39																												

Figure 23: the back-end spreadsheet of the Tool inspiration guide

Defining ambitions



Defining strategic themes

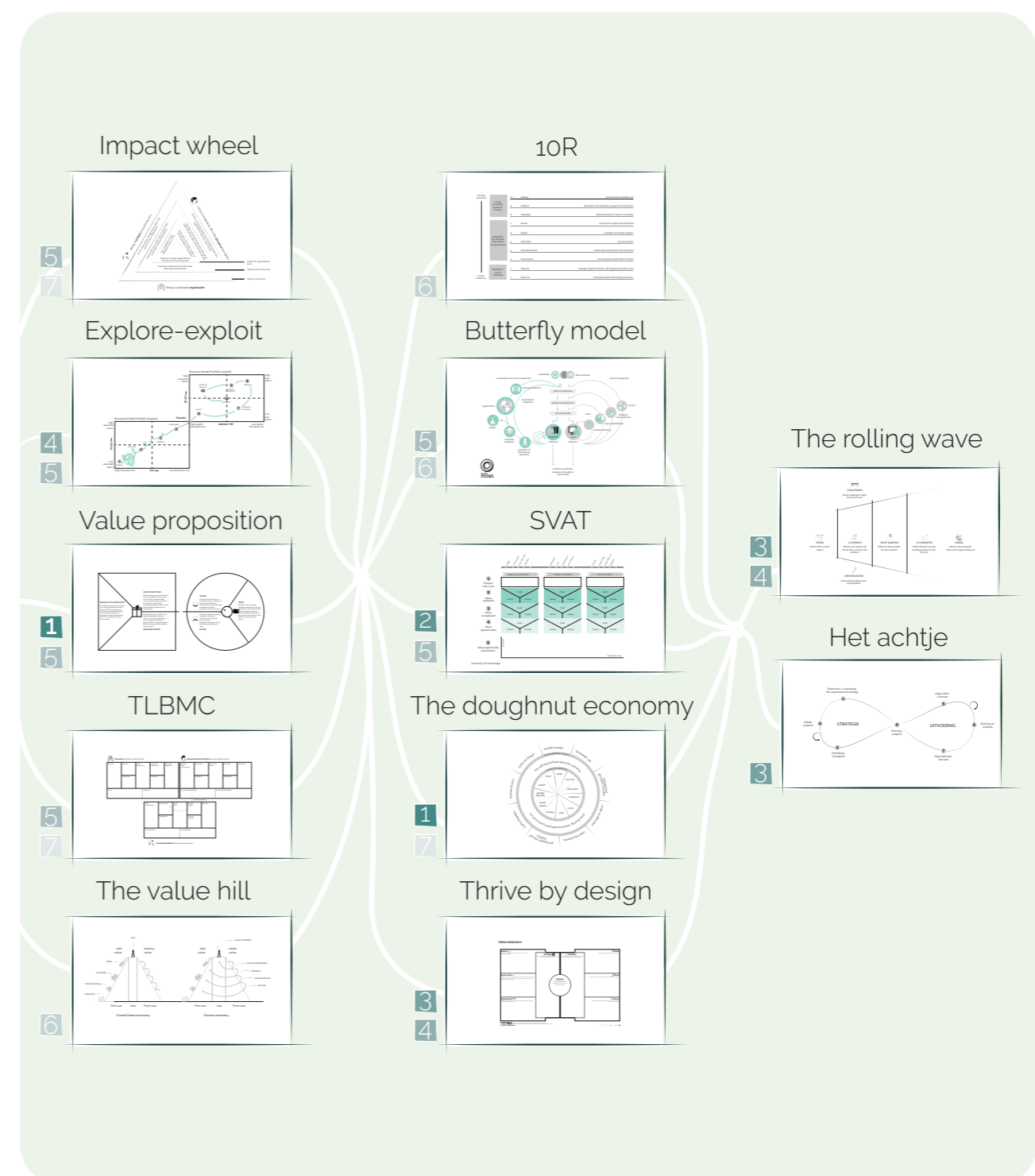


Figure 24: the potential of clustering tools to link requirements for a successful flourishing strategy

General conclusion >

In conclusion, this chapter presented a comprehensive overview of the concept developed by Strategiemakers to support the creation of flourishing strategies for organisations. The concept consists of four key components: the Bee flourishing model, the Tool inspiration guide, the Sustainable tool storage, and the back-end spreadsheet.

The Bee flourishing model provides a holistic and integrated approach to sustainability by defining the essential elements of a flourishing organisation. The Tool inspiration guide is a process that helps Strategiemakers select the appropriate tools to fulfil the requirements for a successful flourishing strategy to help an organisation to become flourishing. The Sustainable tool storage provides an extensive repository of tools that can be used to support the creation of a flourishing strategy, while the back-end spreadsheet is a powerful tool for organising and managing the data that acts as the input for the Tool inspiration guide.

Together, these components provide a comprehensive framework for Strategiemakers to create effective and sustainable strategies for organisations. By leveraging these tools, Strategiemakers can streamline the process of strategy creation, ensuring that the strategies they develop are not only effective but also sustainable.

9 Conclusion

Conclusion

Design evaluation >

The concept as described in Chapter 8 was designed for Strategiemarkers and seeks to add value to their way of working, by providing a comprehensive and practical approach to sustainable strategy development. This section describes how the concept contributes to existing literature and enhances the work of Strategiemarkers.

The concept

Academic relevance

Currently, Strategiemarkers rely on their expertise and a set of tools to complete client assignments, see Figure 25. The current tools and models are, however, insufficient in fostering the development of flourishing organisations and strategies that are crucial to meeting societal needs. This underscores the limitations in their ability to provide the necessary assistance. This has been supported by literature, as it highlights the complex sustainable problems faced by society and organisations today and the need for a holistic approach to solve these issues (Holmberg & Robèrt, 2000; Baue & Thurm, 2018), and maintain competitive advantage (Bocken & Short, 2020).

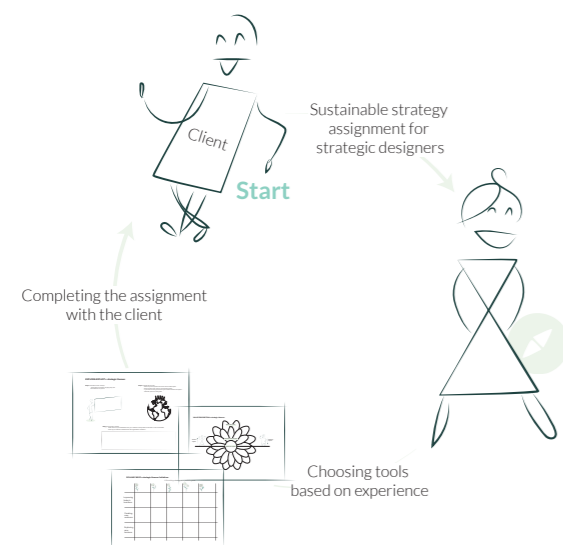


Figure 25: Strategiemarkers' current approach to sustainability assignments with clients

To address this gap, a thorough examination of existing sustainable frameworks and tools was conducted in Chapter 2. This revealed the key elements for a flourishing organisation, as well as the deficiencies in the available tools. Additional insights were gathered from interviews with practitioners and generative sessions with Strategiemarkers in Chapter 4, leading to the development of the Bee flourishing model in co-creation with Strategiemarkers.

The Bee flourishing model is an expanded organisational framework. It supplements Kelly's (2012) original elements, shaped by the insights gained through the interviews with practitioners. It incorporates the high-level stages of Bocken & Konietzko (2022), and embodies the essence of the Framework for Strategic Sustainable Development as outlined by Broman & Robèrt (2017).

The Bee flourishing model is a holistic framework that starts from its core with the organisation's purpose. The model is represented as a bee with two wings, with the left wing exploring the relationship between sustainability and the business model, and the right wing reflecting the sustainability impact within the organisation. The interconnectedness of the components in the model makes it easier to identify the components that can be improved since it brings to light the complex sustainability issues that organisations must deal with. It offers valuable perspectives for strategic designers as they collaborate with organisations to tackle these challenges. The model addresses not only internal sustainability needs, but also external sustainability, crucial for a sustainable transition, as discussed by Hutchins and Storm (2019).

Practical relevance

The Bee flourishing model acts like a pair of new glasses that offers Strategiemarkers and other sustainable strategy designers a fresh perspective to view organisations in terms of their sustainability holistically (Hutchins & Storm, 2019). However, like any new pair of glasses, they may need some adjustments to fit the wearer properly. The Tool inspiration guide acts as an optometrist, fine-tuning the fit of the Bee

flourishing model by providing a decision guide for defining possible tools to get to a flourishing strategy. It helps to identify the right combination of tools for an organisation's specific needs, ensuring a comprehensive and effective strategy. The Tool inspiration guide serves as a facilitator in fostering a cohesive approach to sustainability which is achieved through the integration of long-term ambitions in the process of prioritising and defining immediate strategic themes. The Sustainable tool storage, on the other hand, acts as the lens cleaning cloth, allowing users to understand and immediately apply the tools by providing clear explanations, examples, and practical guidance. As visualisation of the interaction between the different components of the concept is showed in Figure 26.

Limitations

The Bee flourishing model may have limitations that should be considered before its implementation. These limitations include:

- Lack of customisation: The model may not fully fit the unique circumstances and needs of each organisation, which could limit its effectiveness in practice.
- Lack of empirical data: The model may not be based on rigorous empirical research, which could limit its accuracy and effectiveness.

Additionally, the practicality of the Bee flourishing model may be seen as limited, and further refinement and testing may be necessary before it can be widely adopted and effectively utilised by Strategiemarkers and other sustainable strategy designers. Thus, it is crucial to undertake a thorough evaluation and assessment of the model to determine its strengths and limitations, and to ensure that it is an appropriate fit for the specific needs of the organisation. By taking these steps, Strategiemarkers can be confident that they are making informed decisions about the use of this model in the development of flourishing strategies.

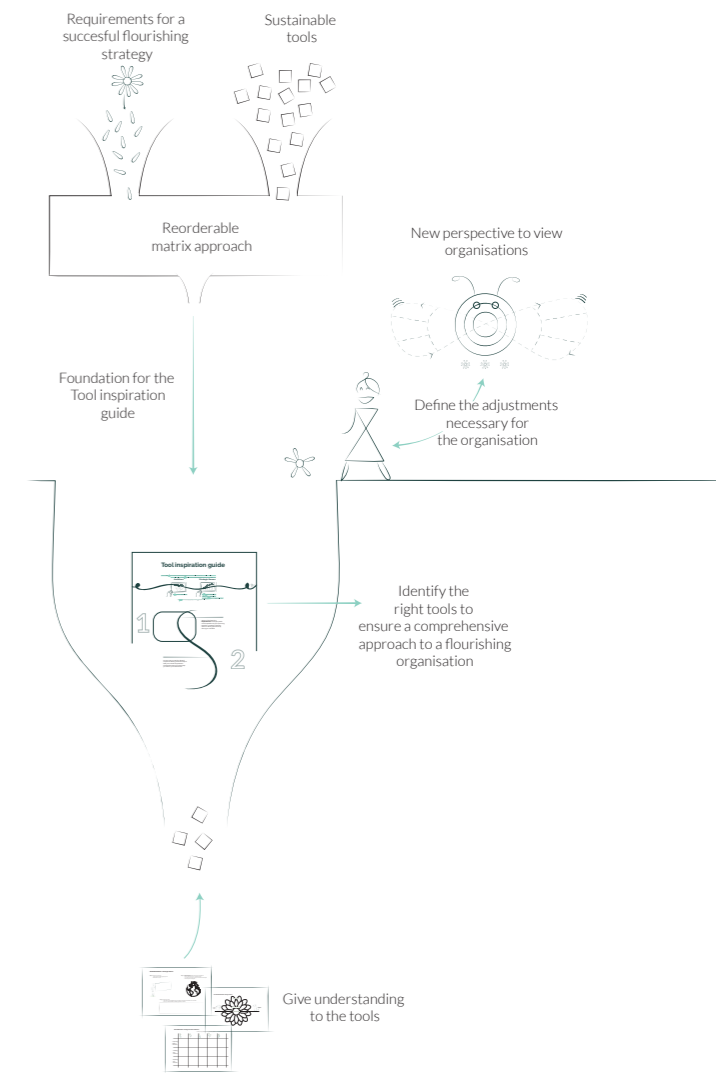


Figure 26: the interaction between the different components of the concept

The Tool inspiration guide has already taken a significant step towards rendering the Bee flourishing model more practical. However, there remains room for further improvement.

The following are some present limitations of the Tool inspiration guide:

- Inflexibility: The guide has a fixed flow, which may feel restrictive to Strategiemakers and hinder its usability.
- Timing: The guide is currently primarily focused on being used during the proposal writing process, which may not be suitable for Strategiemakers who simply want to explore new tools and require a different approach.
- Lack of hierarchy: The guide just recommends tools that somehow help to meet a requirement; it does not recommend the tool that best matches someone's need. Therefore, the guide has the potential to prevent one of the requirements for a good flourishing strategy from being fully met.

The Bee flourishing model and the Tool inspiration guide offer numerous untapped opportunities, which will be explored and elucidated in the subsequent section.

The reorderable matrices approach

Academic relevance

The use of reorderable matrices can bring significant benefits to strategic designers. The Design Structure Matrix approach, as outlined in Section 8.5, provides a systematic method for identifying the tools or methods that fulfil specific requirements and how they can be combined to complement each other. This approach goes beyond the traditional presentation of complex product systems, as noted by Browning (2001), and offers a new perspective for strategic designers to find connections and make the next steps at an organisational level. The DSM approach, as discussed in Section 2.2, offers a new way of examining existing tools and connecting them to defined requirements, thereby adapting them to meet specific needs.

Additionally, Pimmler & Eppinger (1994) highlight that this methodical approach facilitates the visualisation and analysis of the interactions between elements, and thus in this case, various tools. This can reveal patterns and connections that may not be immediately obvious and lead to a more thorough understanding of a given system.

Practical relevance

The practical relevance of the reorderable

matrices approach is evident in its ability to enhance creativity and innovation by identifying new ways to combine or adapt existing tools to meet specific requirements. This leads to improved solutions and more efficient design processes, as seen through the identification of areas for improvement, reduction of errors and rework, and improvement of collaboration and communication among team members. The reorderable approach also enables the evaluation of the design and ensures that the design process meets all formulated requirements, making it a valuable tool for organizations seeking to improve their holistic design process.

Limitations

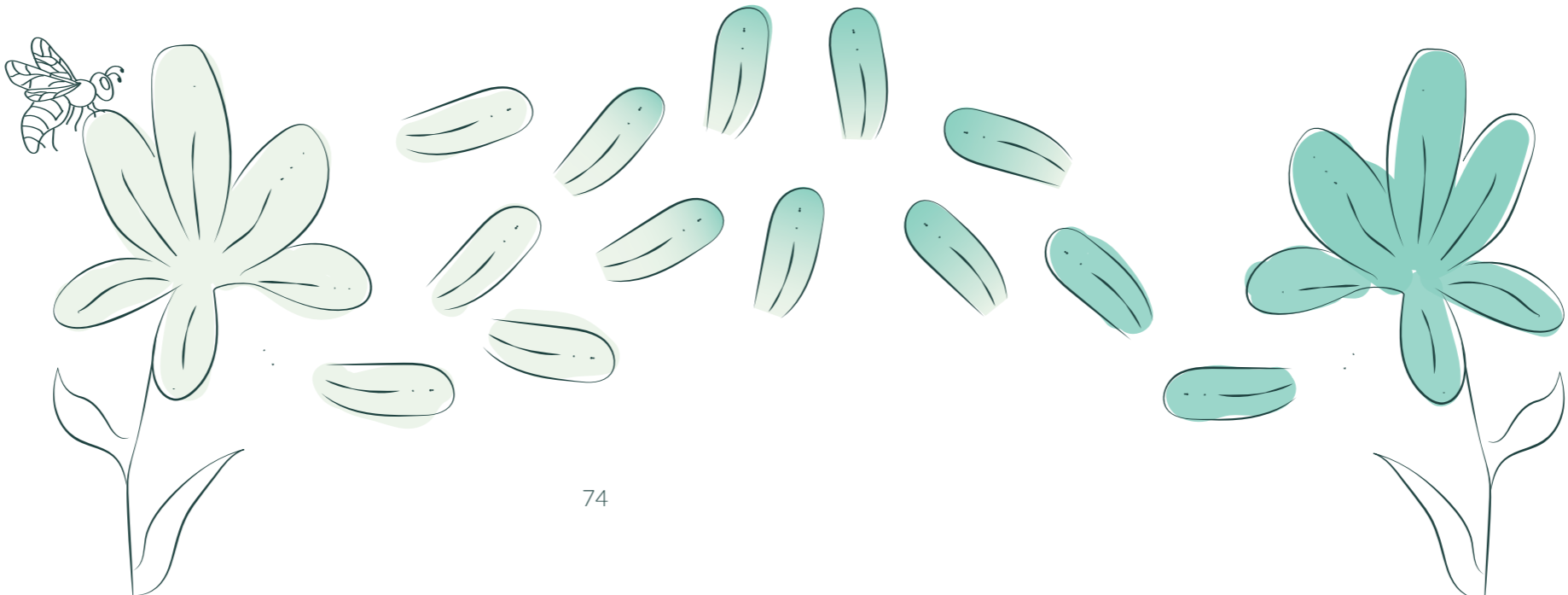
The use of reorderable matrices has advantages, but it also has limitations for a strategic designer. Some limitations of using reorderable matrices in strategic design are:

- Limited scope: a reorderable matrix is best suited for identifying interdependencies within a single system or project. It may not be appropriate for larger, more complex systems.
- Inflexibility: a reorderable matrix requires a specific structure to be defined beforehand, and changes to this structure can be difficult to implement once the

matrix is established.

- Complexity: the reorderable matrix can become complex and difficult to interpret if the number of design elements being analysed is large or the relationships between elements are complex.
- Lack of information: a reorderable matrix does not capture all relevant information about the design elements and their relationships, and therefore may not provide a complete picture of the system being analysed.

Despite these limitations, the use of reorderable matrices can still be a valuable approach for strategic designers to identify the tools and methods that can help fulfil specific requirements and how they can be combined to complement each other. However, it is important to consider the limitations to carefully evaluate the suitability of reorderable matrices for each design challenge.



Recommendations >

In this section, recommendations, Figure 27, aimed at enhancing the concept are presented in order of priority, considering the limitations highlighted in the previous section, the possibility for iterative improvement as discussed in Chapter 8, and feedback obtained from Strategiemarkers.

The Bee flourishing model

the following recommendations can be made to improve the practicality of the Bee flourishing model and enhance its utility for organisations seeking to transform into sustainable entities.

- 1. **Validation and showcasing:** To start with, Strategiemarkers should validate the Bee flourishing model with companies and iterate it to improve its effectiveness. This can be done by creating showcases of the model and analysed companies as examples, which can serve as a basis for further iterations.
- 2. **Simplification and integration:** To make the model more accessible and user-friendly, Strategiemarkers should simplify the model to generate interest and make it easier to understand for those who encounter it for the first time. Another option to make the Bee flourishing model more practical is to further enhance the Quicksan, by grounding its statements on the Bee flourishing model. And thereby, clarifying the relationship with the Tool inspiration guide, making it more accessible and usable.
- 3. **Tooling for projects & lead generator:** The Bee flourishing model can be used as a framework for conversations and as a dashboard for clients, but further research is necessary to make it more adaptable to different clients' needs.
- 4. **Position as thought leader:** Strategiemarkers can position themselves as thought leaders in the field of sustainable transformation by conducting further research into the current developments in society and its needs, as well as the problems faced by organisations seeking

to become more sustainable. This research can be communicated through the Bee flourishing model, which can be made open source and made available for download on the Strategiemarkers website.

In conclusion, these recommendations highlight the potential of the Bee flourishing model as a tool for organisations seeking to transform into sustainable entities, and the steps that Strategiemarkers can take to enhance its practicality and make it more accessible for a wider range of organisations. And thereby, the model can act as a cross-pollination instrument to inspire other organisations to start work on this challenge.

The Tool inspiration guide

- 1. **Expansion of existing tools:** To enhance the effectiveness of the Tool inspiration guide, it is suggested to adapt the existing canvasses to better align with the requirements for a successful flourishing strategy. This can be done by incorporating feedback from previous users and modifying the canvasses accordingly.
- 2. **Improvement in usability:** To optimise the utilisation of the tools, it is recommended to establish a hierarchy among the tools. This allows Strategiemarkers to identify which tools can meet specific requirements and determine the most appropriate or complementary tools to achieve optimal results.

If the style of the guide is brought even more into the style of Strategiemarkers, the usability may also increase. This relates to both the current writing style and visual aesthetic.

- 3. **Expansion of the guide:** To stay relevant and up-to-date with the latest developments, it is advised to keep actively researching new tools that may contribute to a flourishing strategy.

By expanding the guide to cover all of

Strategiemarkers' value propositions, the guide can serve as a comprehensive resource for Strategiemarkers. This will also help standardise the use of tools, as Strategiemarkers can rely on the guide for selecting and using tools for any project.

In conclusion, the Tool inspiration guide and its Sustainable tool storage have the potential to be a valuable resource for Strategiemarkers. By expanding the existing tools and adding new tools, the guide can be enhanced to better align with the requirements for a successful flourishing strategy.

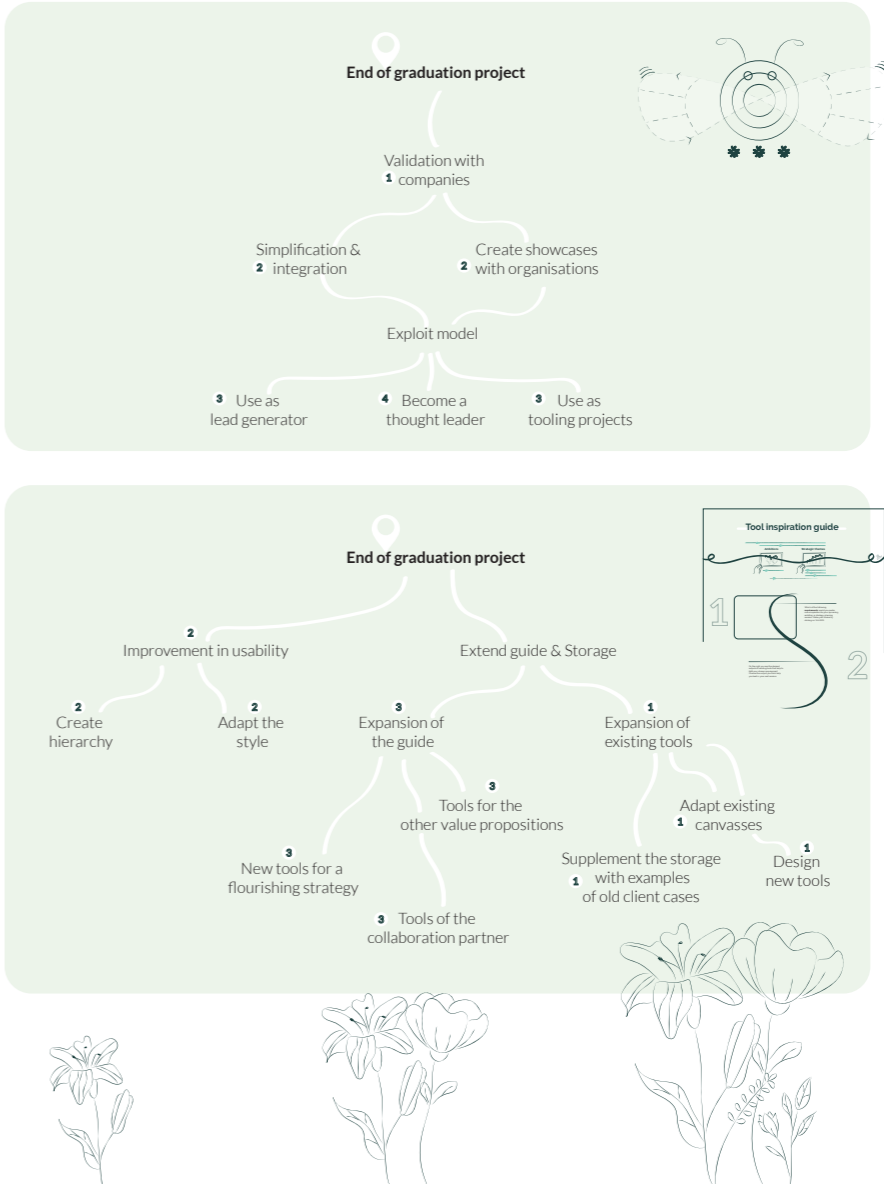


Figure 27: Recommendations for further development of the concept

Discussion >

The previous section thoroughly covers the limitations of the project. This section shifts the focus to more general reflections.

Reflection on the design statement

Reflecting on the original design statement:

“I am going to design a tool that acts as a decision guide for clients of Strategiemakers to determine which combination of sustainability tools to use in the development of a flourishing strategy.”

I realised that comprehending the concept of a flourishing organisation was essential in developing a flourishing strategy. This prompted me to broaden my outlook by taking a step back, making it easier to comprehend the aim of my project. However, upon conducting research, I found that creating a comprehensive decision guide for the entire strategy process would be overly complex and unfeasible within the given time frame. Consequently, I narrowed my focus to the internal aspects of the organisation, specifically the ambitions and strategic themes.

Reflection on the design process

The external interviews were limited to the research phase and did not include involvement during the design phase, which would have enhanced the desirability of the concept. However, this was not achieved due to limitations in time and focus. Additionally, the initial topics for the expert interviews were deemed overly broad, leading to modifications in the questions asked during subsequent interviews. This variation in questioning could have impacted the results, making it challenging to compare outcomes.

Personal reflection >

The past five months have been a period to remember. I knew beforehand that I would experience it as intense, and a rollercoaster it was. At the end of this project, I can say that I have got to know myself a little better and learned more about my personal capabilities, and professional skills. In this section, I will evaluate the personal ambitions I set for myself at the start of my project in my project brief (appendix E).

Asking why

One of my main challenges was to stay critical throughout the project. At the beginning, when the subject was not yet fully familiar to me, asking questions was slightly outside my comfort zone. Because I prefer a thorough understanding of a topic before expressing my view on it. But since I was proactively doing it anyhow, I was capable of having numerous intriguing talks and gain knowledge that were useful for the project.

Deep diving

One aspect of the project that I found particularly enjoyable was deep diving into the subject. The more I learned about this new topic, the more enthusiastic I became. This experience, combined with observing the work that Strategiemakers did for clients, confirmed my interest in pursuing a career in the consultancy field. The variety, new sectors, and new complex problems all seem very fascinating to me.

Accepting the design process

I knew before starting the project that working alone might not be my thing, and prefer group projects and to collaborate with others. This turned out to be true, but I always sought other people, so there were only a few moments when I was truly working on my own. This made it easier

to accept the times when things were not going as well and for other people to persuade me that there would always be a high point after every low point. That is also why I particularly enjoyed the first part of the research, when I was able to work closely with people from Strategiemakers. This was also helped by the fact that my strengths were more in the analysis phase of the project rather than the design phase.

In conclusion, the last five months have been a rollercoaster of personal growth and learning, but the experience has been valuable and has confirmed my potential interest in consultancy.

10

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Appendices

An additional file attached to this report contains the appendices.

- A** - Description tools and citations
- B** - Interview guides
- C** - Clusters based on context research
- D** - Ideation workshop
- E** - Approved project brief



Madelaf