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Appendices

- A - Description tools and citations
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- D - Ideation workshop
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Appendices

Appendix A - Description tools and citations >

	Description	Assessment based on		References
		Literature	Interviews STM	
Sustainable society				
Network blueprint	A tool to create a network for organisations with a shared value proposition.	◆		
Impact reporting				
Scope 1,2,3	A Tool to monitor carbon emissions on scope 1 (direct emissions from company-owned and controlled resources), 2 (indirect emission - owned) & 3 (indirect emission - not owned)	◆		(Net0, 2022)
Impact accounting (IWAF)	A tool that gives guidance on the steps for compiling impact-weighted accounts.	◆		(IEF, 2022)
SDGs as framework	A tool for investors to prioritise key themes for impact	◆		(Mercer, 2021)
Product, services & processes				
ReSOLVE framework	A tool for generating circular strategies and growth initiatives.	◆		(Schulze, 2016) (Bassi et al. 2021)
Life Cycle assessment	A tool to assess environmental impacts related to a product during its entire life cycle.	◆		(Fibrenet, 2018)
Flourishing business model canvas	A tool for stakeholders to examine what are the needed and acceptable social, environmental, and financial business model factors.	◆		(Baue & Thurm, 2018);(Upward & Davies, 2019)
The triple layered BMC	A tool to help finding opportunities for developing more integrated views of the economic, social and environmental value of an organisation's business model.	◆		(Joyce & Paquin, 2016); (Baue & Thurm, 2018)
Sustainable business models	A tool that includes pro-active multi-stakeholder management, the creation of financial and non-financial value for a broad range of stakeholders, and which holds a long-term perspective.	◆	◆	(Geissdoerfer et al., 2018)
10Rs	A tool to determine the most circular way of handling the (raw) materials of a product.		◆	
Explore-Exploit	A tool to visualise a company's portfolio with existing businesses and new growth initiatives.		◆	(Pigneur & Osterwalder, 2017)
Butterfly model	A tool to understand the stream of materials in a circular economy and to determine a strategy.		◆	Ellen McArthur
Value proposition canvas	A tool to describe how a company is going to create value for customer. It connects the value proposition to its customer profile.	◆	◆	(Osterwalder et al., 2015)
Sustainable Value Analysis Tool	A tool to separate different types of value to trigger the identification of value uncaptured and identify value opportunities through the entire life cycle of a product.	◆		(Yang et al., 2016);(Evans et al., 2017)
The doughnut economy	A tool to explore of how to meet the needs of all people within the means of the living planet and identify possible entry points for transformative action in a multi-stakeholder setting.	◆		(Raworth, 2017);(Lavilley, 2022)

Purpose, Vision & Ambition				
Trend research	a tool to evaluate various external factors impacting a business or organisation.	◆		(Dewulf, 2010)
The value hill	A tool to position a business in a circular context and to identify gaps and opportunities to transition to a circular business strategy.			(Achterberg et al., 2016)
Personas	A tool to describe the users of products and services.	◆		
Vision mandala	A tool for converting context factors to key principles and subsequently a vision and ambitions.	◆		
Cambridge value mapping	A tool to uncover and analyse various forms of value through a structured and visual approach.	◆		(Evans et al., 2017)
Impact wheel	A tool to measure how well you are doing in terms of being sustainable within your organisation, and to the world and your people & where you want to work on.		◆	
Value Creation Model	A framework to improve the quality of information and the understanding for the broad base of capitals and to support integrated thinking.	◆	◆	(Integrated reporting, 2021)
People & organisation				
Thrive by Design	A tool to activate head, hand and the heart of an organisation to bring a transformation to a success.		◆	
Regenerative leadership	A tool to assess and reflect on every aspect of the DNA model.	◆		(Hutchins & Storm, 2019)
Theory U	A tool for the development of a deeper consciousness that helps people escape traditional thinking and contributes to both their own needs and the needs of society.	◆		
Strategy & execution				
Rolling wave	A tool to plan the work that has to be done in detail right now and on higher level for the future.	◆	◆	(Usmani, 2022);(Chavan, 2020)
Agile working	A way of working to get work done with maximum flexibility and minimum constraints.	◆		(McKinsey, 2017)
Het achtje	A tool to connect strategy with execution.		◆	
Ownership/funding				
ESG	A tool to report the values and goals of the business.	◆		(O'Neill, 2022)
Ownership model canvas	A tool to map elements of ownership and think more strategically about equitable ownership.	◆		(Brodsky, 2022)

Appendix B - interview guides (interviews with experts)

Guides for the first two interviews

Conditions for participant		
	Expert in the development of sustainable tools	Preferable: academic sustainability developers
Goals		Mail in advance
	Verify hollistic model	Introduction to goal for a flourishing strategy
	Input on hollistic model	Introduction to framework
	Requirements for a useful tool	
Main themes		Probes
	Introduction	Welcome Small introduction to project Ask permission for recording
5 min		
		What was your first impression? What stands out?
25 min	How do you feel about the introduced framework?	If it would be your model, how would you do it and why? What would you do to improve it? What do you think of the the layout? Logic, or suggestions for change?
	What do you think should be the goal of the model?	How to make it organsation specific? (e.g. a quickscan, would that be preferable?) Do you want to detail the buiding blocks?
Introduction to second part interview		
		In terms of usability/adoption?
25 min	In your opinion, what should a good tool contain?	Do you miss any tools in the framework?
5 min	Closure	Thank you for your time, do you have any questions for me? Do you mind if I contact you later if I have questions?
Afterwards		
	Ask for their opinion on selected tools (all is way too much)	

Conditions for participant	
	(sustainable) strategist at a company
Goals	
	Missing tools in the model (Dis)advantages of tools Requirements for a useful tool
Main themes	Probes
	Welcome Small introduction Permission for recording
Introduction	
	Could you tell me more about how you develop your strategy?
How is your (sustainable) strategy?	What does it mean to you? How does sustainability play a role in this? What kind of (if so) tools did you use?
	How were the tools used? E.g. for strategy in general or sustainability specific? Yes: What were the (dis)advantages? No: show framework how we identified the tools and used them: Do you recognize elements that are important within your organisation to make it stick?
How do you overcome the bridge from strategy to implementation?	
	No: how did you do this with tools? --> deep dive
In your opinion, what should a good tool contain?	In terms of usability/adoption? Do you miss any tools in the framework?
Closure	Thank you for your time, do you have any questions for me? Do you mind if I contact you later if I have questions?

Guides for interview 3 till 7

Questions

Introduction

Goal research

Current approach for designing a new strategy with a company

What is according to you a strategy?

Do you use tools like TbD?

What's different?

What's missing in your perspective?

From previous interviews we saw that

In what way do you experience this?

What are in your vision the characteristics for a properly working tool?

In terms of usability/ adoption?

Introduction

What I do in my graduation project

SPD & TU

we see strategy as framing but also for implementation

how would in the ideal situation each building block look like?

How involved with the strategy process?

Questions

Influence of sustainability in the strategies you develop?

How were you involved in the development of the new sustainable strategy?

How was the execution?

How to lead by example?

in what way do you take the long term into account?

How do you think sustainability will play a role in the future?

Introduction

What I do in my graduation project

SPD & TU

we see strategy as framing but also for implementation

how would in the ideal situation each building block look like?

How involved with the strategy process?

Guide for interview 8 & 9

How to redefine the tools in to make it usable for organisations?

Do you have ideas how to better implement it in an organisation in terms of sustainability?

How did you experiment how sustainability has changed over the years?

What do you think of the model?

First thoughts

What resonates?

What's missing?

How would you use it?

Introduction

What I do in my graduation project

SPD & TU

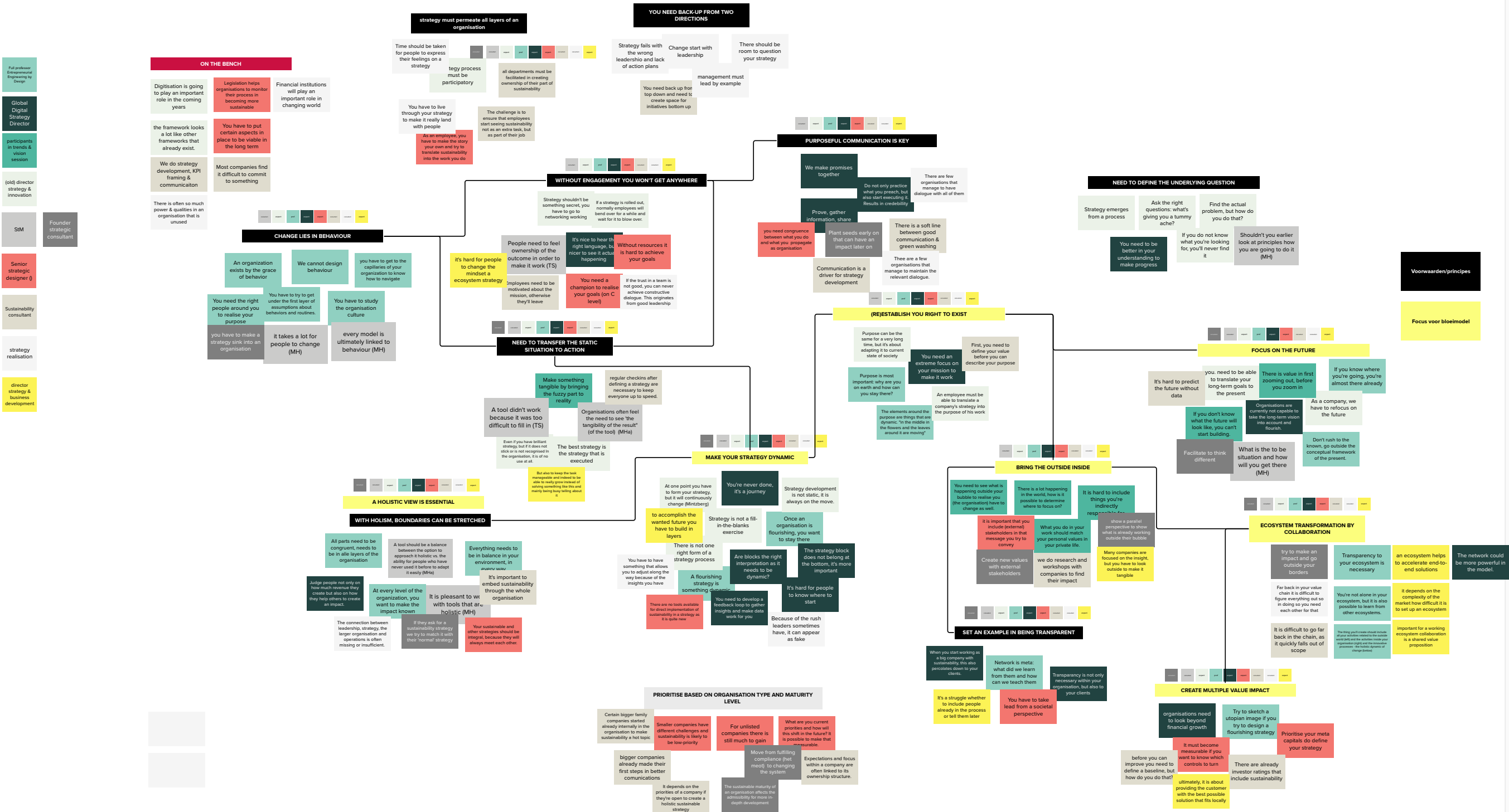
we see strategy as framing but also for implementation

how would in the ideal situation each building block look like?

How involved with the strategy process?

Appendix C - clusters

clustering



Appendix D - ideation workshop

Co-creating a flourishing strategy

24 november 2022

Check-in

- Teken je lievelingseten

Spelregels

- Niks is te gek
- Beoordeel niet
- Kwantiteit voedt kwaliteit
- Vraag me alles
- Geen afleiding

Agenda

- Check-in (5 min)
- Introductie onderwerp (5 min)
- Voorwaarden opstellen (15 min)
- Voorwaarden presenteren (10 min)
- 'How might we's' (15 min)
- Let's ideate (20 min)
- Concepten presenteren (10 min)
- Check-out (5 min)

Introductie

Introductie

Introductie

Problem statement

Design a toolkit that 'activates' clients, and guides the consultants of Strategiemakers on how to develop holistic multi-value ambitions & future-proof flourishing strategies.

Voorwaarden opstellen

- Opsplitsen in twee groepen
- 15 min. overleg
- 10 min. terugkoppeling met de andere groep

Hoe kan je?

- Individueel
- 4x3 minuten
 - Iedereen in stilte ideeën genereren op een vraag
 - Na 3 min door naar de volgende vraag

Wat als...

Je Sinterklaas bent en je geen cadeautjes meer wil geven aan kinderen, maar ze langzaam op een andere manier blij wil maken

Watvoor ambitie- & strategiesessie zou je dan ontwerpen om hen te begeleiden?



Let's ideate

- Opsplitsen in twee groepen
- 20 min
- What if...
 - Kies een scenario
 - Niets is te gek
 - Gebruik de post-its uit de what-ifs als inspiratie

Check-out

- Het meest belangrijke moment van vandaag was...

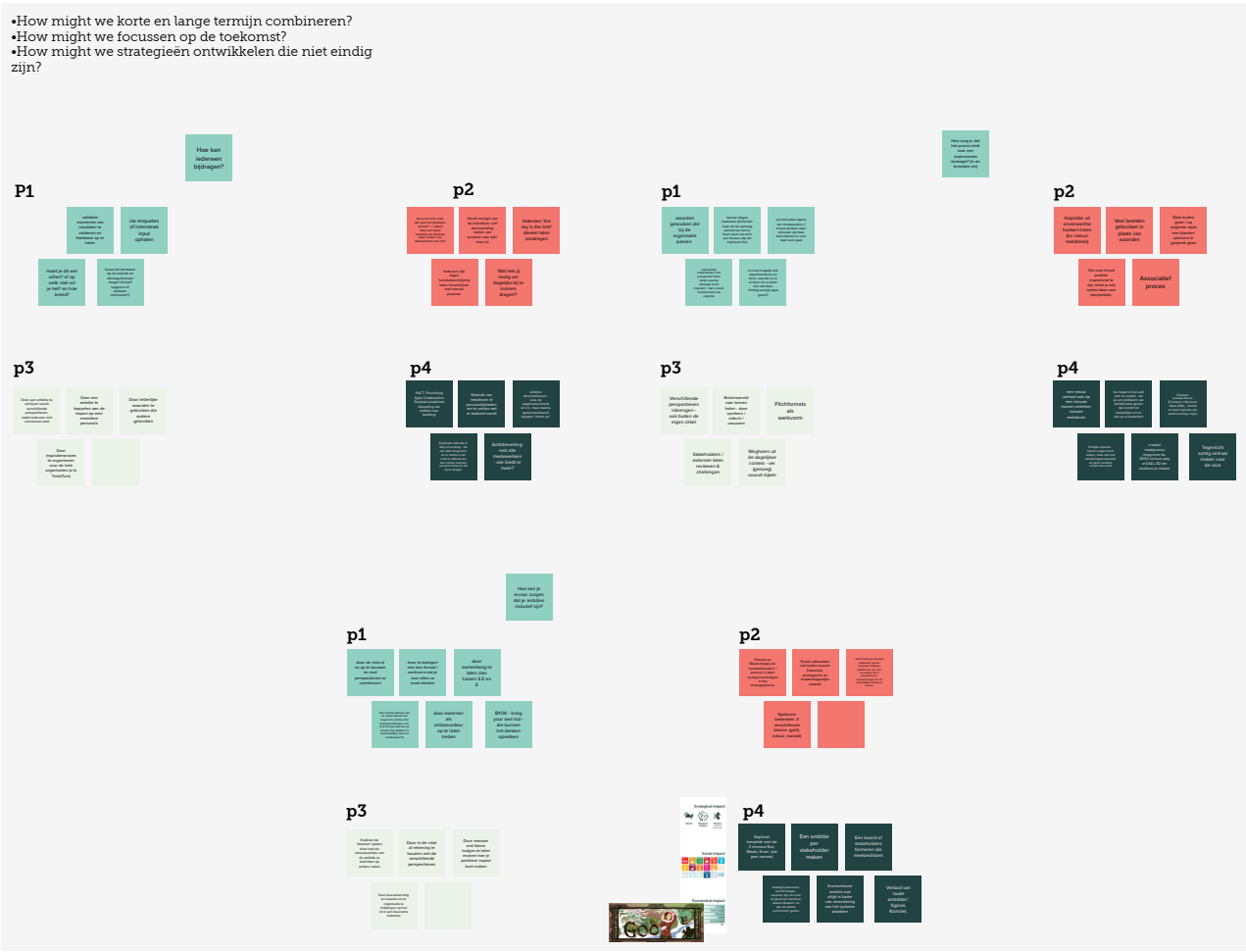
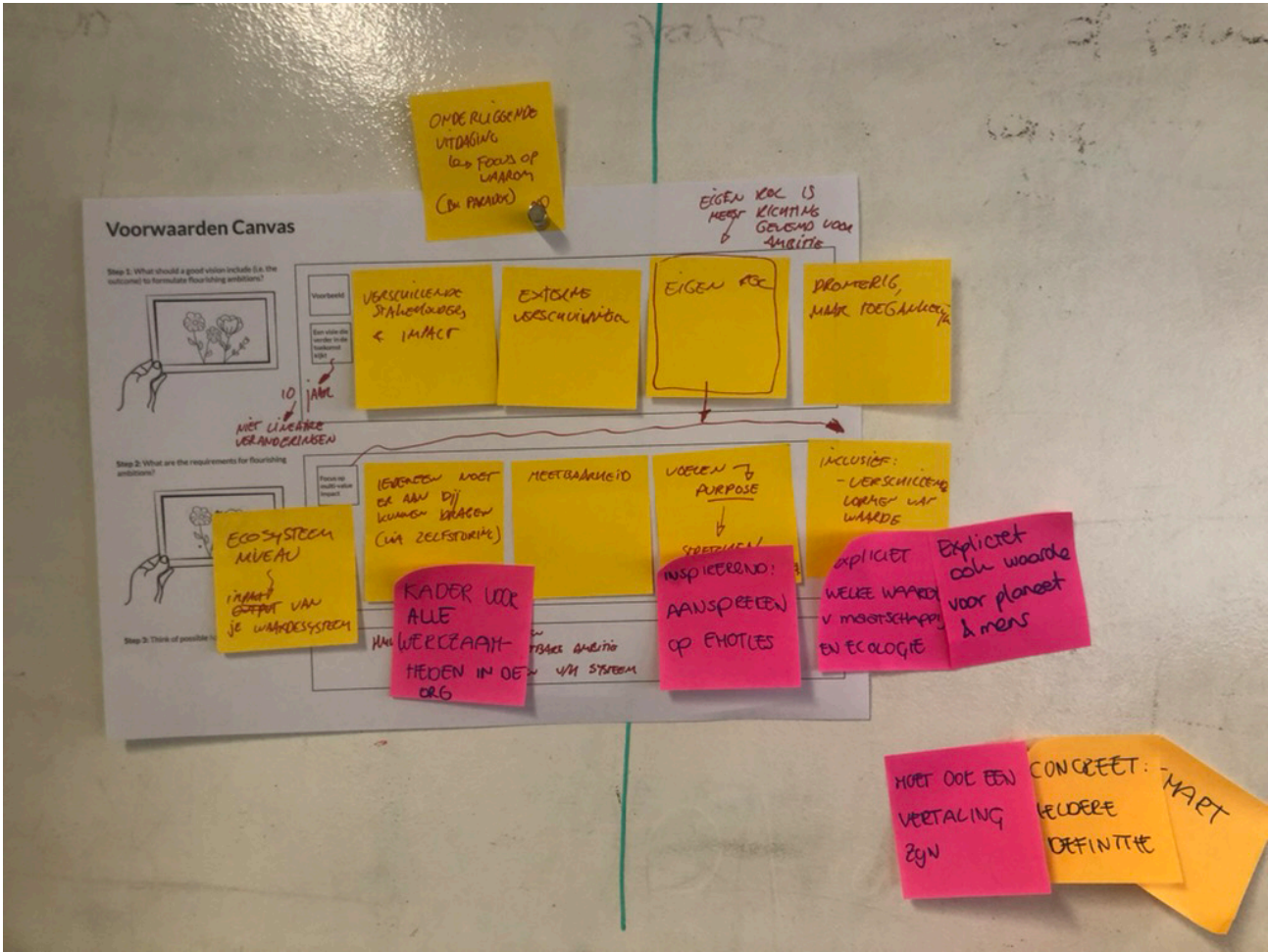


Wat als...

Je bij een bedrijf komt en ze vragen om herziening van hun strategie, maar hun ambities bevatten geen duurzame elementen?

Watvoor ambitie- & strategiesessie zou je dan ontwerpen om hen te begeleiden?





IDE Master Graduation

Project team, Procedural checks and personal Project brief

This document contains the agreements made between student and supervisory team about the student's IDE Master Graduation Project. This document can also include the involvement of an external organisation, however, it does not cover any legal employment relationship that the student and the client (might) agree upon. Next to that, this document facilitates the required procedural checks. In this document:

- The student defines the team, what he/she is going to do/deliver and how that will come about.
- SSC E&SA (Shared Service Center, Education & Student Affairs) reports on the student's registration and study progress.
- IDE's Board of Examiners confirms if the student is allowed to start the Graduation Project.

 USE ADOBE ACROBAT READER TO OPEN, EDIT AND SAVE THIS DOCUMENT

Download again and reopen in case you tried other software, such as Preview (Mac) or a webbrowser.

STUDENT DATA & MASTER PROGRAMME

family name	<input type="text" value="Rens"/>	Your master programme (only select the options that apply to you):	
initials	<input type="text" value="F."/> given name <input type="text" value="Flore"/>	IDE master(s):	<input type="checkbox"/> IPD <input type="checkbox"/> Dfi <input checked="" type="checkbox"/> SPD
student number	<input type="text" value="4549104"/>	2 nd non-IDE master:	<input type="text"/>
street & no.	<input type="text"/>	individual programme:	<input type="text" value="- -"/> (give date of approval)
zipcode & city	<input type="text"/>	honours programme:	<input type="checkbox"/> Honours Programme Master
country	<input type="text"/>	specialisation / annotation:	<input type="checkbox"/> Medisign
phone	<input type="text"/>		<input type="checkbox"/> Tech. in Sustainable Design
email	<input type="text"/>		<input type="checkbox"/> Entrepreneurship

SUPERVISORY TEAM **

Fill in the required data for the supervisory team members. Please check the instructions on the right !

** chair	<u>Calabretta, G.</u>	dept. / section:	<u>DOS/MCR</u>
** mentor	<u>Chandrasegaran, S</u>	dept. / section:	<u>DOS/MOD</u>
2 nd mentor	<u>Rijn, R. van</u>		
	<u>organisation: Strategiemakers</u>		
	<u>city: Amsterdam</u>	<u>country:</u>	<u>The Netherlands</u>

comments
(optional)

Chair should request the IDE Board of Examiners for approval of a non-IDE mentor, including a motivation letter and c.v..

- ! Second mentor only applies in case the assignment is hosted by an external organisation.

! Ensure a heterogeneous team. In case you wish to include two team members from the same section, please explain why.

APPROVAL PROJECT BRIEF

To be filled in by the chair of the supervisory team.

chair Calabretta, G. date 27 - 09 - 2022 signature G. Calabretta

CHECK STUDY PROGRESS

To be filled in by the SSC E&SA (Shared Service Center, Education & Student Affairs), after approval of the project brief by the Chair. The study progress will be checked for a 2nd time just before the green light meeting.

Master electives no. of EC accumulated in total: 27 ECOf which, taking the conditional requirements into account, can be part of the exam programme 27 EC

List of electives obtained before the third semester without approval of the BoE

☒ YES all 1st year master courses passed☐ NO missing 1st year master courses are:name C. van der Bunt date 03 - 10 - 2022 signature CB

FORMAL APPROVAL GRADUATION PROJECT

To be filled in by the Board of Examiners of IDE TU Delft. Please check the supervisory team and study the parts of the brief marked **. Next, please assess, (dis)approve and sign this Project Brief, by using the criteria below.

- Does the project fit within the (MSc)-programme of the student (taking into account, if described, the activities done next to the obligatory MSc specific courses)?
- Is the level of the project challenging enough for a MSc IDE graduating student?
- Is the project expected to be doable within 100 working days/20 weeks?
- Does the composition of the supervisory team comply with the regulations and fit the assignment?

Content: ☒ APPROVED ☐ NOT APPROVEDProcedure: ☒ APPROVED ☐ NOT APPROVEDcommentsname Monique von Morgen date 17/10/2022 signature MvMDesign criteria for using sustainability tools in a flourishing strategy project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date 05 - 09 - 2022 03 - 02 - 2022 end date

INTRODUCTION **

Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,...), technology, ...).

A sustainable society, that's what we dream of. A world without climate change, raw materials shortages, inequalities and polarisation. Organisations have a great impact on this: big and small, business and government, education and research. However, Currently, most organisations are focused on a strategy that should generate more GDP growth (Raworth, 2017). To shift their focus they need a different business model that strives to not only have an impact on economics but also on the other capitals as described by Porrit (2007); 1. Social: the value of the wider society; 2. Human: the impact on users; 3. Manufactured: buildings and infrastructure; 4. Natural: the improvement of the environment; 5. Financial: the commercial advantages.

One of the companies trying to accomplish this shift is Strategiemakers. Strategiemakers is a strategy consultant that develops with organisations a business strategy "to let sustainable society thrive" (Strategiemakers, 2022). They create strategies that are future-oriented, co-creative, human-focused, inclusive, tactile and grounded. Yet, just as Raworth pointed out, Strategiemakers also experienced that the strategies they made in the past were not enough to deal with today's challenges. And, At the same time, organisations need strategic tools to contribute to a sustainable society, namely in the form of a flourishing strategy. Bocken & Short (2021) and Upward & Jones (2016) describe a flourishing strategy as a strategy that is based on the holistic integration of social benefits and environmental regeneration into the way business is done.

However, Strategiemakers has found, based on their experience with clients, that existing tools and models are not sufficient to create flourishing strategies since there is a lack of a recognized holistic model or framework, with sufficient granularity, that asks the right questions relevant for an organisation on how to navigate and act in the tense field of financial health and embedding sustainability in a net positive business model (Strategiemakers, 2022a; Bocken et al., 2022).

1. Existing models are created from the perspective of the economy or society and not from the perspective of organizations; 2. Methods specifically made for organisations are highly detailed, oriented on the past and descriptive from the point of view of reporting; 3. Some methods are too complex and are not easily understood by managers in organizations, or because they do not speak their language or are inherently complex, resulting in low adoption.

Strategiemakers wants to research the possibility to develop a holistic model for an organisation that gives insights into the strategic direction of an organisation and has a positive impact on Porrits (2007) five capitals. The model for a flourishing strategy to be developed should serve as a generic compass for organisations with which they can shape their strategic direction in the new reality of a sustainable society and also has a competitive advantage and strong business case (Bocken & Short, 2020).

For Strategiemakers, the graduation project will focus on researching how existing sustainability tools help to create a business strategy and with companies, fitting in the for organisations/integrated quadrant (see Figure 1), how useful and adopted the existing tools are, and what is missing within companies that want to change but do not know how. And will subsequently focus on designing a tool (card set/method etc) to determine which of the existing sustainability tools you should use if you are in a particular step of designing a new flourishing strategy, thus allowing a an organisation currently operating at the Efficiency level to target solutions at the highest level of the created hierarchy of Sustainable Business Model (SBM) archetypes as suggested by Bocken & Short (2021) (see Figure 2).

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introduction (continued): space for images

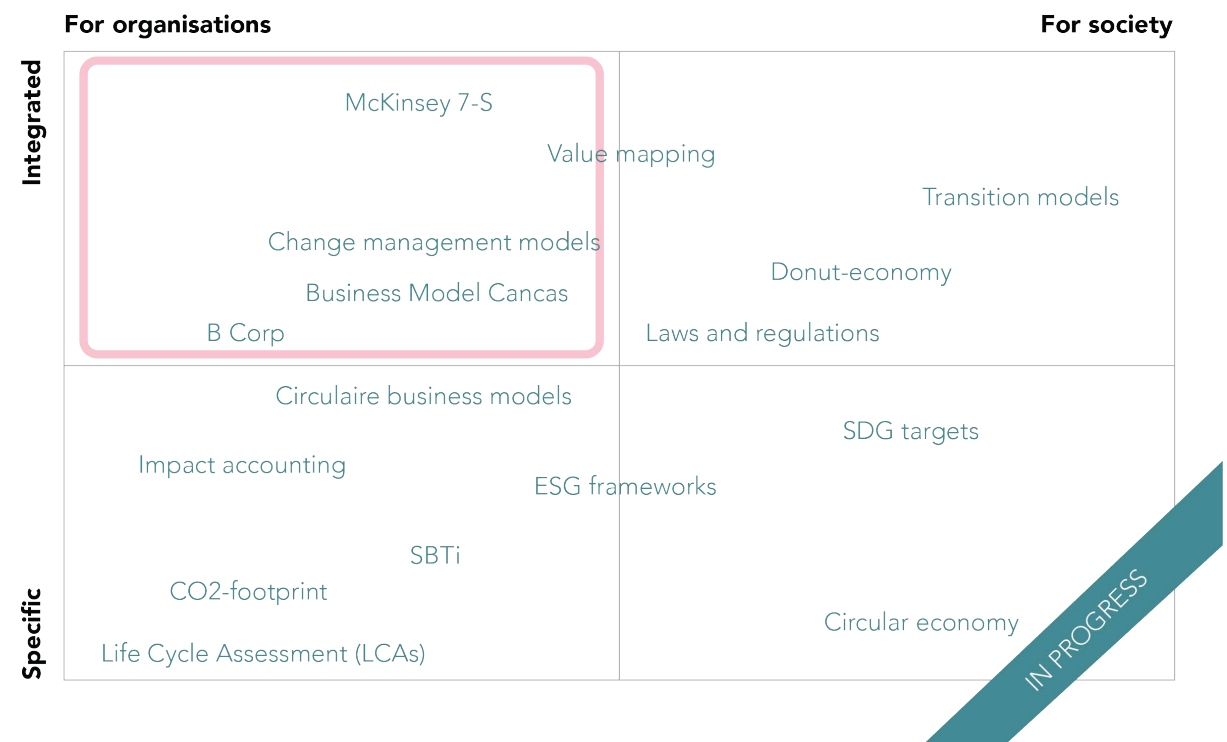


image / figure 1: Existing sustainability tools matrix (in progress). Source: Strategiemakers (2022)

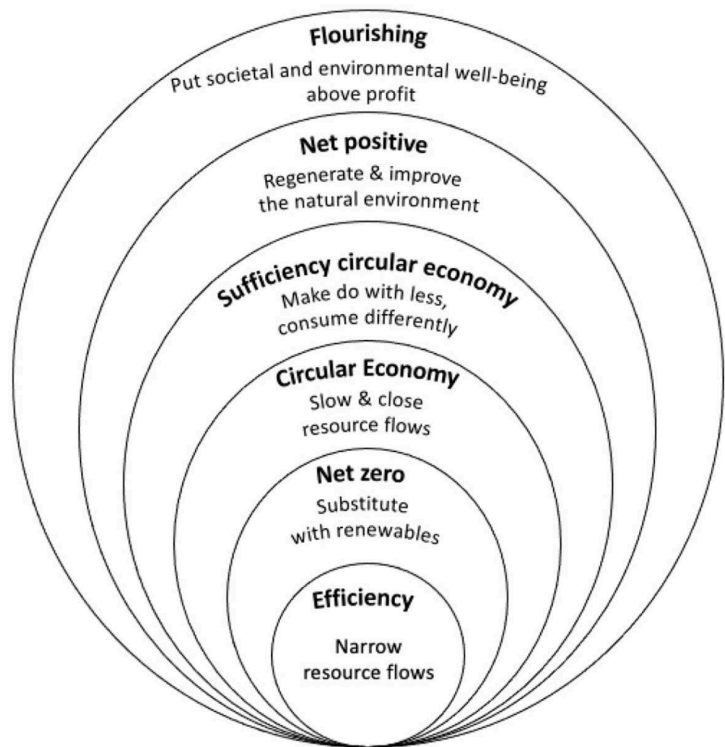


image / figure 2: Toward a new sustainable society. Source: Bocken and Short (2021).

PROBLEM DEFINITION **
Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

Strategiemakers is on the verge of starting multidisciplinary research on a model that helps organisations to develop a flourishing strategy. In their first study, they investigated how existing sustainable models and tools or a tool that have a sustainability component, like an LCA, B corp and value mapping fit in the matrix of Figure 1 and soon discovered that those tools lack in helping them to develop this flourishing strategy. There are only a few integrated sustainability methods for organisations that are not sufficient due to, amongst other things, the lack of a holistic model and assisting in having a net positive impact on the environment.

Strategiemakers wants to expand their toolkit to be able to give companies guidance on how to develop this flourishing strategy. However, it is not clear, yet, for Strategiemakers why the existing sustainability tools are now inadequate, what their adoption rate is and how often they are used. Therefore the first goal is to research the completeness of the matrix in Figure 1 by doing literature research and interviews or sessions with organisations, find the issues organisations have with the tools they currently use to develop a flourishing strategy and how they can be placed in Figure 2.

Overall, the goal is to design a tool that acts as a decision guide with design criteria for clients of Strategiemakers which sustainability tools to use as a strategy designer in the development of a flourishing strategy.

ASSIGNMENT **
State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

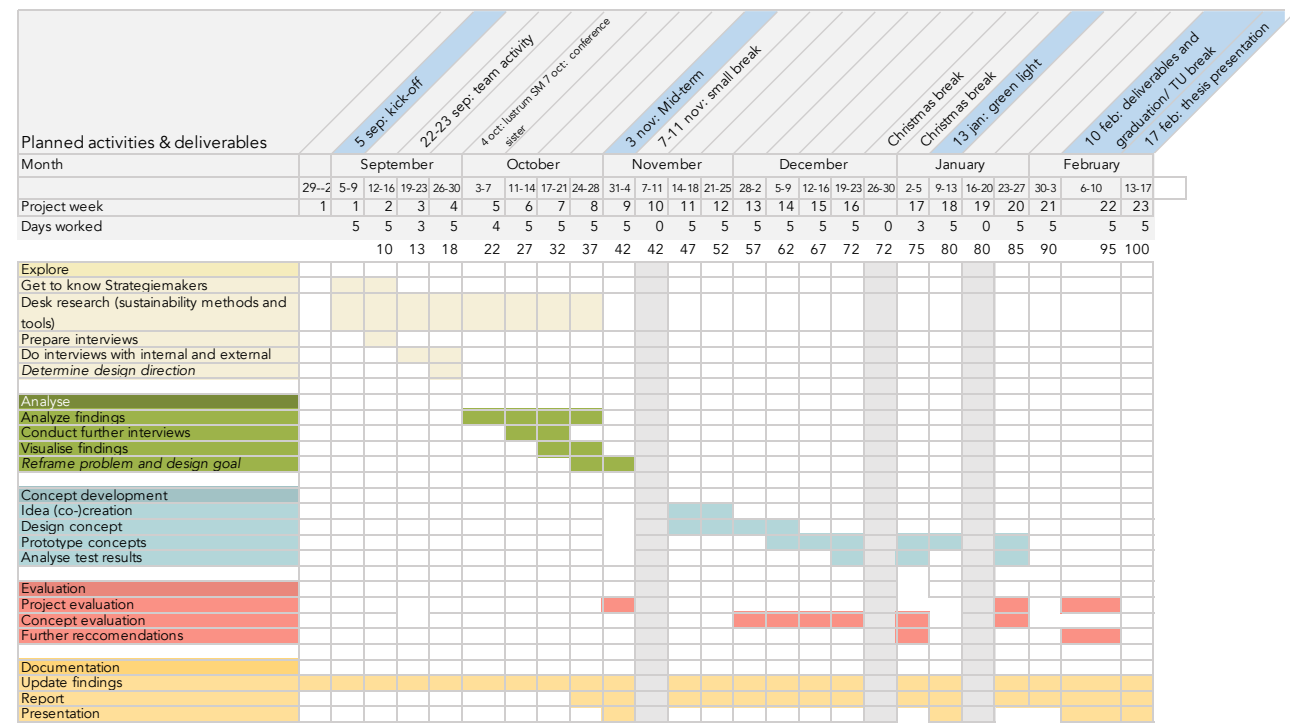
I am going to design a tool that acts as a decision guide for clients of Strategiemakers to determine which combination of sustainability tools to use in the development of a flourishing strategy.

- The development of this project will follow 4 steps:
- Phase 1 - Exploration: Defining the full set of sustainability tools or tools with a sustainability component by doing desk research and talking to (old) clients of Strategiemakers.
- After phase 1, I will determine if the matrix in Figure 1 is complete. → Are all the tools in there and are the right axes used?
- Phase 2 - Analysis: Looking at old client cases that have used tools from the for an organisation/integrated quadrant in Figure 1 and analyse their (dis)advantages and the reasons why they did not work or function adequately to design a flourishing strategy that leads to a positive ecological, social and economic impact.
- Phase 2 will result in a reframed problem statement and design goal with fitting criteria.
- Phase 3- Concept Development: Designing, prototyping and testing the concept.
- Phase 4 - Evaluation: Define implementation and further recommendations.

PLANNING AND APPROACH **

Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.

start date 5 - 9 - 2022 3 - 2 - 2022 end date



The different phases are color-coded in the Gantt chart.

I will work on my graduation project full-time. After the mid-term deadline, I will take a few days off to make a fresh start on the second part of the project. In the top row are listed holidays and days when I have something else and thus do not work on the project which makes the total of worked days still 100.

Key dates:
5th of September: Kick-off
3rd of November: Mid-term
13th of January: Green light
10th of February Deadline deliverables
17th of February: Thesis presentation

MOTIVATION AND PERSONAL AMBITIONS

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, Stick to no more than five ambitions.

When I started my master's 1,5 years ago, I dove into this process to learn more about strategy and my role as a designer. I soon realised that my interest lay in making a strategy tangible for and with an organisation so that they could support it and you leave something behind that a company can carry on with even if you are no longer there and gives an organisation direction that goes beyond only making more profit.

Whereas in my social environment I have the habit of always asking the 'why', getting the most out of things, and I really like to achieve things together with other people. I have noticed in the past years that I have not always been able to translate this into my work as a designer. With this graduation project, I want to gain more in-depth knowledge about asking the right questions, not only one-on-one but also with several people at the same time. With this graduation project at Strategiemakers, I think I'll have many opportunities to practice this.

Subsequently, I learned during my internship in change management last year that I get a lot of energy from diving into a new world and making it my own. This project also offers me the opportunity to exercise this again and to further develop myself in the area of integrating sustainability into the various layers of society.

My greatest challenge will be to do a half-year project of which I am the full owner. It will be another good confrontation with accepting the ups and downs during the creative process and I have to appreciate the opportunities that it brings. But above all, I am very much looking forward to doing this project at Strategiemakers and am curious to see whether consultancy is something that suits me.

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Upward, A., & Jones, P. (2016). An ontology for strongly sustainable business models: Defining an enterprise framework compatible with natural and social science. Organization & Environment, 29(1), 97-123.

FINAL COMMENTS

In case your project brief needs final comments, please add any information you think is relevant.