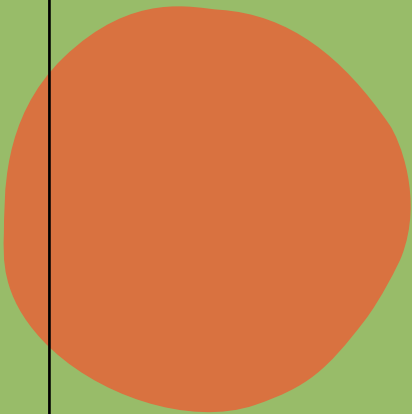




The Green

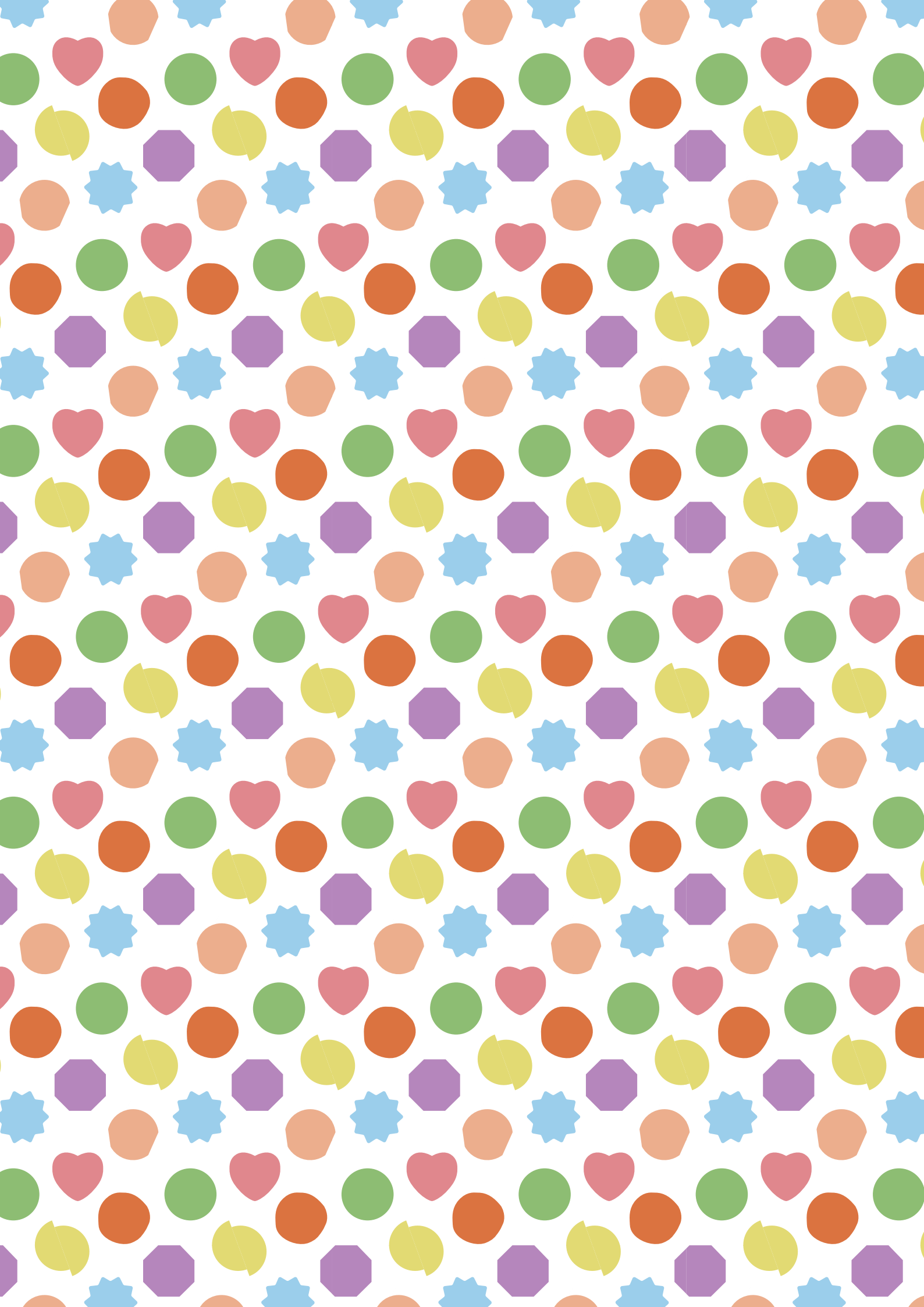
Your Toolkit to Sustainable &
Thriving Retail Practices



Retail Toolkit



GREEN



Introduction to Green Retail Toolkit



The Green Retail Toolkit is a practical companion to the Green Retail Handbook, designed to empower changemakers—city planners, retail associations, sustainability consultants, and community leaders—who work hand in hand with retail businesses to drive positive change.

Tip 1

Change Starts with Dialogue

Dialogue is the foundation for building trust, understanding needs, and inspiring action when working with retail businesses. It's not just about exchanging ideas—it's about fostering relationships that lead to meaningful and lasting change. Before diving into strategies or tools, take the time to connect with store owners and staff through open and honest conversation.

Here are five key insights to guide your approach to dialogue:

Be Present in the Store

Your physical presence in the store creates opportunities for spontaneous conversations and demonstrates your commitment to the partnership. It also serves as a visual reminder of the goals and aspirations tied to greener practices, keeping sustainability top of mind for retailers.

Listen More Than You Speak

Focus on understanding the store's current challenges, aspirations, and unique circumstances. By listening deeply, you'll uncover insights that help align your efforts with the retailer's vision.

Tailor Your Approach

Every store is different. Use dialogue to adapt your messaging, tools, and suggestions to fit the retailer's context, ensuring relevance and practicality.

Foster a Safe Space for Exploration

Encourage openness and curiosity. Assure store owners and staff that sustainability is a journey, and it's okay to experiment, make mistakes, and learn along the way.

Follow Up and Build Momentum

Dialogue isn't a one-time activity. Keep the conversation going by regularly checking in, sharing updates, and celebrating small wins. This helps sustain motivation and reinforces the value of the partnership.

While the Handbook provides inspiration, strategies, and real-world examples, the Toolkit offers actionable tools and methods to turn ideas into reality. It is tailored to help you facilitate collaboration, guide stores in their sustainability journey, and create solutions that balance business success, community impact, and environmental responsibility.

Just like the Handbook, the Toolkit is structured around the six key elements of sustainable retail: **Customer Experience, Store Design & Management, Products & Services, Staff Involvement, Supply Chain, and Local Initiatives & Collaborations**. Each tool is tagged with the key element(s) it supports.

In addition, the tools are organized into three overarching themes to guide changemakers through the process of creating meaningful impact:

Getting an Overview and Setting Direction

Tools in this section help you and the retailers establish a clear understanding of the current situation, identify sustainability goals, and set a shared vision for the future. These tools focus on diagnostics, priority-setting, and aligning efforts.

Building Capacity

This section includes tools and exercises designed to strengthen the knowledge, skills, and confidence of retailers and their teams. By building capacity, you enable businesses to take ownership of their sustainability journey and implement lasting changes.

Mobilizing Collaboration

Tools in this section focus on creating partnerships, fostering community engagement, and leveraging networks to achieve greater impact. Collaboration is key to sustainable retail, and these tools help connect retailers with customers, suppliers, and local organizations.

Each section includes tailored tools, exercises, and facilitation guides to address specific challenges and opportunities within these areas. By focusing on these themes, the Toolkit enables change-makers to approach sustainability holistically while adapting to the unique needs of each store and community.

At the heart of this Toolkit are the values of **Courage, Trust, and Curiosity** — the values that enable meaningful change. Whether you are hosting a workshop, conducting a strategic dialogue, or co-developing initiatives with retailers, these tools will support you in fueling innovation, building strong relationships, and encouraging exploration of new possibilities.

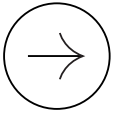
This Toolkit was inspired by the experiences of 36 retail stores across Bruges, Gothenburg, and Vejle, who embraced the challenge of rethinking their businesses for a more sustainable future. It reflects the lessons learned, the successes celebrated, and the potential for what retail can achieve when guided by shared purpose and bold action.

We invite you to use the Green Retail Toolkit as a resource to engage retailers, spark transformation, and co-create sustainable solutions that benefit both businesses and the communities they serve.

Together, we can continue building a greener, more resilient future for retail and beyond.

Let's take the next step, one tool at a time.

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Build capacity



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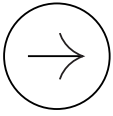
Epilogue

10 Tips & Tricks for working with retail stores



1

10 Tips & Tricks for working with retail stores



1

Start with Empathy and Dialogue

Begin every collaboration by listening to the retailer's challenges, aspirations, and priorities. Build trust by understanding their unique context and showing genuine interest in their business.

2

Map the Current State

Use simple tools to create a visual overview of the store's operations, supply chain, and customer experience. Highlight areas where sustainability efforts could have the greatest impact.

3

Highlight Low-Hanging Fruits

Identify small, easy-to-implement changes that can show immediate benefits, such as switching to energy-efficient lighting or reducing single-use packaging. Quick wins build momentum for larger initiatives.

4

Set Clear, Achievable Goals

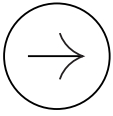
Collaborate with the store owner to define 2-3 sustainability goals that align with their business objectives. Use these goals as a foundation for action and accountability.

5

Provide Actionable Insights

Translate big ideas into practical steps. For example, recommend asking suppliers about surplus stock or certifications, or suggest reorganizing store layouts to highlight sustainable products.

10 Tips & Tricks for working with retail stores (continued)



6

Leverage Storytelling

Help retailers communicate their sustainability efforts to customers. Encourage them to share stories about greener products, local partnerships, or energy-saving initiatives through signage, social media, or personal interactions.

7

Foster Staff Involvement

Organize workshops or training sessions to engage the store team. Equip staff with the knowledge and confidence to promote sustainable products and practices to customers.

8

Encourage Collaboration

Facilitate partnerships between retailers, suppliers, and local organizations. Joint efforts, such as sharing delivery logistics or hosting a community recycling event, can amplify impact.

9

Be a Catalyst for Experimentation

Inspire retailers to test new ideas in small, manageable ways—whether it's a product swap program, a refill station, or a green shopping guide. Small experiments can lead to big insights and improvements.

10

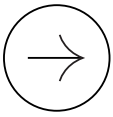
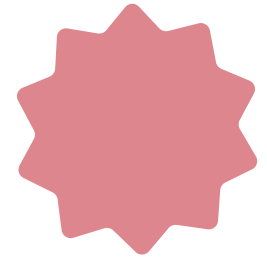
Celebrate Successes Together

Recognize and share milestones, both large and small. Celebrate achievements to motivate further action and demonstrate the value of sustainability to the broader community.

The six key elements of Green Retail and why you should work with them



Customer Experience






Customer Experience

How to engage and delight customers while promoting sustainability and circular solutions.

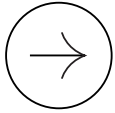
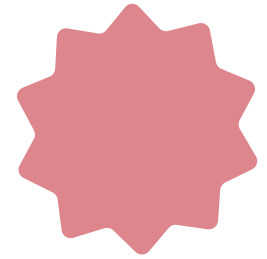
Framing

Help retailers transform how they connect with their customers by focusing on clear communication, engaging storytelling, and practical ways to promote sustainable solutions. Use these tools to foster curiosity about greener choices, build trust through transparent messaging, and inspire bold new approaches to creating memorable customer experiences.

Tools related

-  Circular Storyboard
-  Customer journey
-  Circular behavior cards

Store Design & Management









Store Design & Management

Creating spaces that reflect your values and enhance the shopping experience.

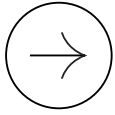
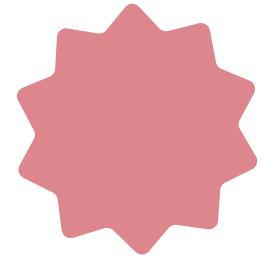
Framing

Guide retailers in reimagining their store as a flexible, experimental space that reflects their commitment to sustainability. Equip them with tools for energy optimization, green sourcing, and creative use of space to inspire courage to innovate, curiosity to test new ideas, and trust in the process of sustainable transformation.

Tools related

-  Sustainable Business Model Canvas
-  The Green Retail Wheel
-  Project Arrow
-  Gymnastics with ideas
-  Imagination
-  What is easy and what is hard

Products & Services



Products & Services

Offering sustainable choices that resonate with your customers.

Framing:

Support retailers in identifying sustainable products and circular services that align with their values and resonate with their customers. This element provides changemakers with the methods to encourage trust in sustainable offerings, spark curiosity about new product opportunities, and empower retailers to take courageous steps toward greener business practices.

Tools related

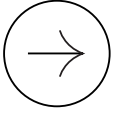
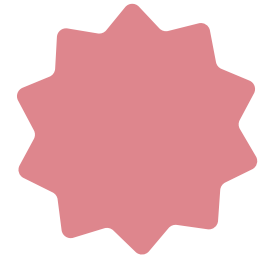


Circular Strategy Wheel



Circular Value proposition

Staff Involvement



Staff Involvement

Empowering your team to become ambassadors for change.

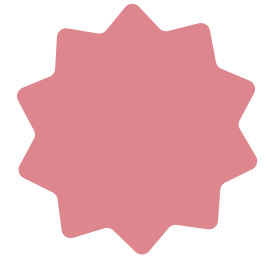
Framing:

Help retailers activate their team as ambassadors for change by making green practices easy, accessible, and engaging. Use these tools to foster trust within teams, inspire curiosity to explore new skills, and encourage retailers to take bold actions that empower their staff to contribute meaningfully to the sustainability journey.

Tools related

- The partner/staff map - activate your staff's potentials
- Imagination
- Dialogue tool (Q&A)
- Gymnastics with ideas
- What is easy and what is hard

Supply Chain



Supply Chain

Building transparent, responsible, and circular processes.

Framing

Work with retailers to create transparent, responsible, and circular supply chains that reflect their sustainability goals. Equip them with the courage to challenge traditional practices, the trust to build stronger partnerships, and the curiosity to explore local collaborations and innovative sourcing solutions.

Tools related

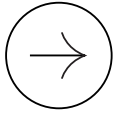
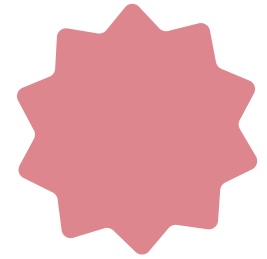


The partner map



Value chain game

Local Initiatives & Collaborations



Local Initiatives & Collaborations

Strengthening community ties through meaningful collaborations.

Framing

Empower retailers to strengthen their community connections by engaging in meaningful, collaborative sustainability projects. Use these tools to encourage them to “ask their neighbor,” leverage local networks, and build trust through shared initiatives. Inspire curiosity about the possibilities of working together and foster the courage to take the first step toward community-driven change by creating green events and involving local educational institutions.

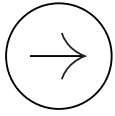
Tools related

- The partner/collaboration map
- Interactive ways of creating reflections and dialogues on individual consuming habits
- Sustainable and circular shopping weekend
- Low-threshold activities in the shops
- The Expert panel
- Entrepreneurial and Sustainable Future – Lecture for Donnergymnasiet

Gain Overview & Set Direction









Gain Overview & Set Direction Framing



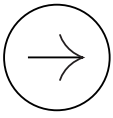
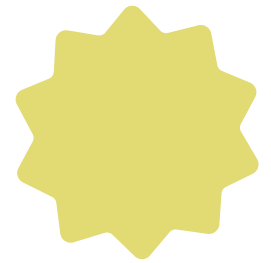
As a changemaker, your first step is to help retail businesses gain clarity and focus on their sustainability journey. This section provides tools like the Sustainable Business Model Canvas and the Green Retail Wheel, designed to help you guide stores in assessing their current practices and setting meaningful goals. Exercises such as "Imagination" and "What is Easy and What is Hard" allow you to foster dialogue and align priorities with shop owners and their teams, ensuring a shared understanding and a clear direction for sustainable transformation.

Tools overview

-  The Green Retail Business Wheel
-  Sustainable Business Model Canvas
-  The Project Arrow
-  The Gymnastics with ideas exercise
-  The Imagination exercise
-  What is easy and what is hard exercise

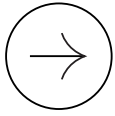
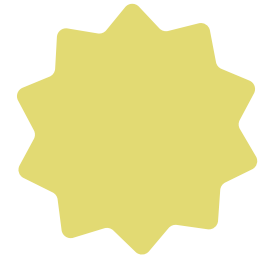
Tool

The Green Retail Business Wheel



Guide

The Green Retail Business Wheel



What is the purpose of this tool?

The tool serves multiple purposes at the same time:

- It facilitates the making of a structured overview of existing initiatives in the shop, that are financially feasible as well as good for the environment.
- It provides a framework and examples for inspiration for spotting new areas for green business development
- It provides a physical visualization of ideas, that can be revisited and be a canvas for more initiatives over time.
- It provides exchange of examples and collaborations
- It creates reflection and fuels motivation for further development of initiatives
- It can act as a visual communication tool across a staff group, across different shops and with an external coach

Target group

1-10 persons

The tool can be used by a retail shop owner, a leadership team or a complete staff group.

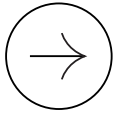
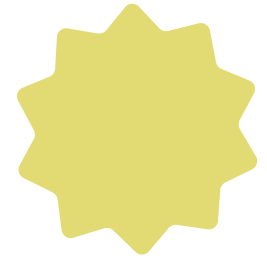
It can also be used in a workshop setting for more shops, where each shop work on their own at first and then share with each other. Even very different shops can reap benefits from the dialogues.

Outcome

- An overview of existing initiatives – fueling motivation for finding more areas for green business development.
- Concrete ideas for areas of new initiatives, that can be developed, explored and tried out.
- A tool for communication across a staff group.

Guide – continued

The Green Retail Business Wheel



- A tool for long term green business development (for tracking existing initiatives and for exploring new ones)

Step-by-step guide:

1 Decide whether you want to replace some or all of the concrete examples given in the tool. Good local examples can be good to integrate in the tool.

2 If you are caching others - then give a thorough introduction to the 'wheel' including examples for each 'slice of cake'. It takes 20-30 min.
If you are on your own, just read slowly through the examples given

3 Each person then works in silence writing on small post it's of two different colours:

One colour is for the existing initiatives, one is for new ideas. If you are only one person filling in the 'wheel', just put the post it's on the poster directly.

If there are more than one from each retail shop, then start by keeping your post its in the A4 tool, and then take it in turns to tell the others about these while placing them on the shared bigger 'wheel'.

4 If there are more shops working at the same time – then take the time to highlight a few initiatives or ideas from each in plenum.

5 Evaluate, prioritize and develop ideas – and decide who does what, and a time-frame both for the bigger aims and for the next steps. The tool '**Project Arrow**' can be very helpful.

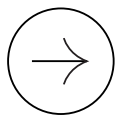
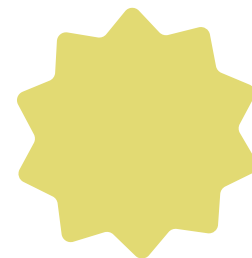
Materials

- A printed poster of 'the wheel' pr. shop - minimum A3 (for a single person), but bigger if more people from a shop are working on the same wheel.

- The full tool (including examples) pr. person – printed on A4.
Ideally the examples in the tool are from the local shops in the area and very diverse.

Guide – continued

The Green Retail Business Wheel



- Small post it notes in two colours (one for existing initiatives and one for new ideas)
- One pen pr. person

How long does it take to use the tool?

30-60 min – depending on amount of people and ideas

Next steps

Evaluate and prioritize ideas and commit to realistic trials and goals within a chosen time frame (who does what when?)

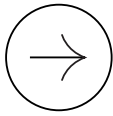
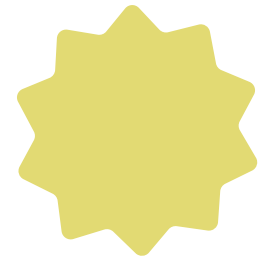
A good tool for this is the **Project Arrow**

Crediting

The tool was inspired by the DDC **Circular Strategy Wheel** as well as 20 interviews with local shops in Vejle providing insights and examples. It was further developed through test runs focus groups.

Template

The Green Retail Business Wheel



The Green Retail Wheel



Supplying & Sourcing
 How green are the products being purchased?
 Can anything be adjusted to take a more sustainable approach?
 The store's products, office supplies, furniture, electricity, tools and necessary cleaning supplies etc.
Examples
 - Requirements for suppliers regarding chemical and production materials
 - Durable products designed and manufactured to last 50+ years
 - Full or partial recycling of materials

Consumption
 How can the store's own consumption be reduced?
 Where can savings be made, and can resources be shared?
Examples
 - Heat pump, LED lighting, water-saving taps
 - Reused furniture and fixtures/inventory
 - Reduce the number of refrigerators
 - Replacement of refrigerant

Transportation & Logistics
 How far, and by what means, are the goods you buy and sell transported?
 Can your inventory flow be further optimized?
Examples
 - Fewer trips to/from central warehouse
 - Sell local products
 - 'Make to order' principle
 - Reuse customer's used goods

Packaging & Sorting
 How are the products you buy and sell packaged?
 How do you sort your waste? - And can it be done even better?
Examples
 - Reducing amount of residual waste per week by ordering a smaller container
 - Waste sorting into at least 10 fractions
 - Reusing all cardboard boxes and hangers
 - New packaging for existing products

Collaborations & Partnerships
 New partnerships?
 Have collaboration formats? New target groups?
 New business models?
 Energy? Energy lease activities?
Examples
 - Focus on reducing food waste
 - Offer workshops or other activities after hours
 - Collaborate with other shops on green activities
 - Collaborate with other shops to set demands for suppliers regarding sustainable practices

Carbon Footprint Assessment
 How can the effect of your initiatives be tracked?
 Would it be helpful to create a carbon footprint report? Please elaborate on why or why not.
 What milestones, goals, and follow-up strategies would help you track the impact?
Examples
 - Create a carbon footprint report
 - Continuously keep track of the amount of food waste
 - Maintain inventory status of all products to ensure no double purchasing

Communications
 How do you make sustainable initiatives visible?
 On social media, on your website, in the press, physically in-store, in conversations with customers to mention?
 How do you create dialogue between the store and customers?
 How do you avoid greenwashing?
Examples
 - Clearly communicate the green approach on the website
 - Sign up products indicating greener choices
 - Train staff to provide 'green' advice to customers
 - Display certifications and carbon footprint reports on the wall

Behavior
 How do you make it easy for both yourselves and your customers to make greener choices?
 What motivates you and your customers?
Examples
 - Mention greener choices in conversations with customers
 - Offer the same service for purchasing used goods as for new goods
 - Highlight the carbon footprint of products/goods
 - Offer discounts if the customer brings their own packaging for the product

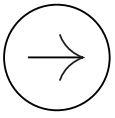
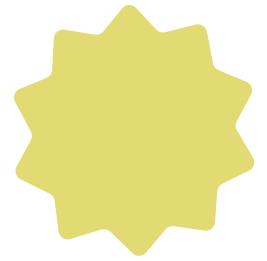
Resources
 Are incentives, guidelines, and rules helpful for you or your customers and suppliers when it comes to more sustainable behavior?
 If so, which ones? Where? How?
Examples
 - 'Take the front one' signs in the milk cooler
 - A plastic bag costs at least a DKK in all stores
 - Regulations on waste sorting into 10 fractions
 - Mandatory ESG reporting for large companies

Policy & Regulations
 Are incentives, guidelines, and rules helpful for you or your customers and suppliers when it comes to more sustainable behavior?
 If so, which ones? Where? How?
Examples
 - 'Take the front one' signs in the milk cooler
 - A plastic bag costs at least a DKK in all stores
 - Regulations on waste sorting into 10 fractions
 - Mandatory ESG reporting for large companies

Too Good To Throw
 How is 'residual waste' minimized?
 What can be reused? By whom? And how?
 Can others' waste be used by you?
Examples
 - Offer repair services for items purchased in the store
 - Recycling used garments
 - Stop food waste boxes and 'Too good to go'

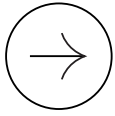
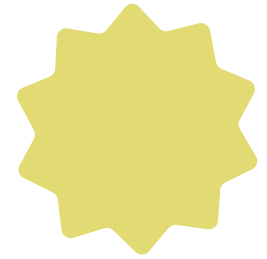
Tool

Sustainable Business Model Canvas



Guide

Sustainable Business Model Canvas



What is the purpose of this tool?

The Sustainable Model Canvas empowers change-makers to design business models that create lasting impact for people, planet, and profit. It integrates sustainability at the core, helping you align resources, processes, and values to build a thriving, responsible enterprise. Use it to uncover opportunities for innovation, engage stakeholders, and make meaningful contributions to a better future. Let's turn ambition into action and start shaping a sustainable world today.

The canvas is used to help the interviewer get to know the company being interviewed. The tool is also used later in the process to map out the new state of the business. By using it at both stages, it becomes possible to see whether there has been a shift or progression between the first and second use of the tool.

Also this tool is a foundation for the rest of the contact and sessions. Thus, use this as a base at all times. Make at least two versions - SBC 1 (initially) and SBC 2 further down the line.

Target group

The Sustainable Model Canvas is ideal for entrepreneurs, business leaders, sustainability teams, and anyone driving positive change within organizations. In our experience, in online meetings the tool was best 1-1 meetings. However live it works well for groups participants, fostering collaboration, diverse perspectives, and focused discussions. Perfect for workshops, strategy sessions, or co-creation with stakeholders who share a vision for sustainable innovation.

It's also beneficial for the entrepreneurs themselves to see how they rank across the different modules in the tool.

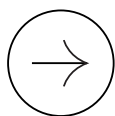
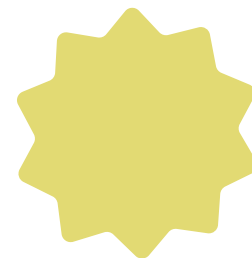
How to get started

Perfect to use as a foundation for getting to know the participating companies in the project.

Define your purpose, gather insights, and involve diverse perspectives. Use the canvas to map ideas and identify opportunities for sustainable impact. Iterate as you go—sustainability is a journey!

Guide – continued

Sustainable Business Model Canvas



Outcome

The Sustainable Model Canvas provides a clear overview of a company's strengths, challenges, and opportunities across sustainability modules. It highlights areas for improvement, tracks progress over time, and fosters actionable insights to create impactful, sustainable business models.

Step-by-step guide:

1 Set the Purpose

Define what you want to achieve (e.g., understanding the business or mapping opportunities).

2 Engage Participants

Involve key stakeholders or team members.

3 Fill out the Canvas

Work through each module, discussing challenges, strengths, and opportunities.

4 Review and Analyze

Identify patterns, insights, and areas for growth.

5 Plan Next Steps

Use the findings to guide actions and select complementary tools.

Materials

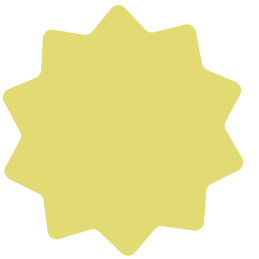
Paper, pens or online material.

How long does it take to use the tool?

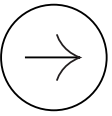
1-2 hours per sitting.

Next steps:

Save and email the tool on how the business operates to the respondent, so they can use it in their future planning.



Template Sustainable Business Model Canvas



Designed for: Version:

Designed by:

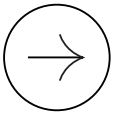
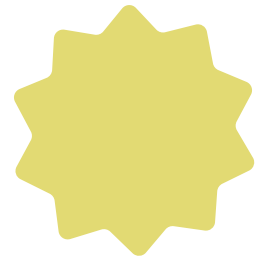
The Sustainable Business Model Canvas

<p>Key Partners</p> <p>Who are our key partners? Who are our suppliers? Which key resources are we arranging from partners? Which key activities do partners perform?</p> <p>MOTIVATION FOR PARTNERSHIPS: Reduction of risk and uncertainty Acquisition of growth-related resources and activities</p>	<p>Key Activities</p> <p>What key activities do our Value Propositions require? Our Production Channels? Customer Relationships? Business Streams?</p> <p>CATEGORIES: Production Problem Solving Platform Network</p>	<p>Value Propositions</p> <p>What value do we deliver to the customer? Which one of our customer problems are we helping to solve? Which bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p>CHARACTERISTICS: Performance Customization Cost Design Brand Status Core Relationship Risk Reduction Convenience Convenience Liability</p>	<p>Customer Relationships</p> <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they interacting with the rest of our business model? How costly are they?</p> <p>EXAMPLES: Personal Assistance Dedicated Personal Assistance Self-Service Self-Service with Social Communities Co-Creation</p>	<p>Customer Segments</p> <p>For whom are we creating value? Who are our most important customer segments?</p> <p>POSSIBILITIES: New Market Segmented Diversified Mass Personalized Platform</p>
<p>Key Resources</p> <p>What key resources do our Value Propositions require? Our Distributions Channels? Customer Relationships? Business Streams?</p> <p>TYPES OF RESOURCES: Intellectual (Patent, copyrights, data) Financial Human Physical</p>	<p>Key Resources</p> <p>What key resources do our Value Propositions require? Our Distributions Channels? Customer Relationships? Business Streams?</p> <p>CHARACTERISTICS: Performance Customization Cost Design Brand Status Core Relationship Risk Reduction Convenience Convenience Liability</p>	<p>Channels</p> <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them (now)? How are our Customers interacting? Which ones work best? Which ones are most cost-efficient? How are we interacting them with distributors/retailers?</p> <p>CHANNEL PHASES: 1. Awareness 2. Evaluation 3. Delivery 4. Delivery 5. After-Sales (post-purchase customer support) ... of product & services and value proposition</p>	<p>Revenue Streams</p> <p>For what value are our customers really willing to pay? For what do they currently pay? How much are they willing to pay? How much does each Revenue Stream contribute to overall revenues?</p> <p>TYPES: Subscription Fees, License Fees, Usage Fee, Advertising, Sponsorship, etc.</p> <p>PRICING: Fixed Price, Product/Feature dependent, Usage dependent, Value of ecosystem</p> <p>DYNAMIC PRICING: Negotiation (bargaining), Reference Pricing, Referral Incentive</p>	<p>Revenue Streams</p> <p>For what value are our customers really willing to pay? For what do they currently pay? How much are they willing to pay? How much does each Revenue Stream contribute to overall revenues?</p> <p>CHARACTERISTICS: Performance Customization Cost Design Brand Status Core Relationship Risk Reduction Convenience Convenience Liability</p>
<p>Cost Structure</p> <p>What are the most important costs inherent in our business model? Which key resources are the most expensive? Which key partners are most expensive?</p> <p>IS YOUR BUSINESS MODEL: Cost-driven (lower cost structure, lower price value proposition, maximum automation, extensive outsourcing) High-Value (focused on value creation, premium value proposition)</p> <p>SAMPLE CHARACTERISTICS: Variable Costs Economies of Scale Economies of Scope</p>	<p>Key Resources</p> <p>What key resources do our Value Propositions require? Our Distributions Channels? Customer Relationships? Business Streams?</p> <p>CHARACTERISTICS: Performance Customization Cost Design Brand Status Core Relationship Risk Reduction Convenience Convenience Liability</p>	<p>Value Propositions</p> <p>What value do we deliver to the customer? Which one of our customer problems are we helping to solve? Which bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p>CHARACTERISTICS: Performance Customization Cost Design Brand Status Core Relationship Risk Reduction Convenience Convenience Liability</p>	<p>Customer Relationships</p> <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they interacting with the rest of our business model? How costly are they?</p> <p>EXAMPLES: Personal Assistance Dedicated Personal Assistance Self-Service Self-Service with Social Communities Co-Creation</p>	<p>Customer Segments</p> <p>For whom are we creating value? Who are our most important customer segments?</p> <p>POSSIBILITIES: New Market Segmented Diversified Mass Personalized Platform</p>
<p>Eco-Social Costs</p> <p>What ecological or social costs is our business model creating? Which key resources are the most expensive? Which key partners are a lot of resources?</p> <p>EVALUATION INSTRUMENTS: Customer Eco-Labels and Services Customer Eco-Labels and Services</p>	<p>Key Resources</p> <p>What key resources do our Value Propositions require? Our Distributions Channels? Customer Relationships? Business Streams?</p> <p>CHARACTERISTICS: Performance Customization Cost Design Brand Status Core Relationship Risk Reduction Convenience Convenience Liability</p>	<p>Value Propositions</p> <p>What value do we deliver to the customer? Which one of our customer problems are we helping to solve? Which bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p>CHARACTERISTICS: Performance Customization Cost Design Brand Status Core Relationship Risk Reduction Convenience Convenience Liability</p>	<p>Customer Relationships</p> <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they interacting with the rest of our business model? How costly are they?</p> <p>EXAMPLES: Personal Assistance Dedicated Personal Assistance Self-Service Self-Service with Social Communities Co-Creation</p>	<p>Customer Segments</p> <p>For whom are we creating value? Who are our most important customer segments?</p> <p>POSSIBILITIES: New Market Segmented Diversified Mass Personalized Platform</p>
<p>Eco-Social Benefits</p> <p>What ecological or social benefits are our business model generating? Which key resources are the most expensive? Which key partners are a lot of resources? Can we transform the benefits into a value proposition? If yes, for whom?</p> <p>INSTRUMENTS: Customer Eco-Labels and Services Customer Eco-Labels and Services</p>	<p>Key Resources</p> <p>What key resources do our Value Propositions require? Our Distributions Channels? Customer Relationships? Business Streams?</p> <p>CHARACTERISTICS: Performance Customization Cost Design Brand Status Core Relationship Risk Reduction Convenience Convenience Liability</p>	<p>Value Propositions</p> <p>What value do we deliver to the customer? Which one of our customer problems are we helping to solve? Which bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p>CHARACTERISTICS: Performance Customization Cost Design Brand Status Core Relationship Risk Reduction Convenience Convenience Liability</p>	<p>Customer Relationships</p> <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they interacting with the rest of our business model? How costly are they?</p> <p>EXAMPLES: Personal Assistance Dedicated Personal Assistance Self-Service Self-Service with Social Communities Co-Creation</p>	<p>Customer Segments</p> <p>For whom are we creating value? Who are our most important customer segments?</p> <p>POSSIBILITIES: New Market Segmented Diversified Mass Personalized Platform</p>

Based on: www.businessmodelgeneration.com

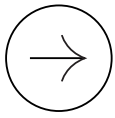
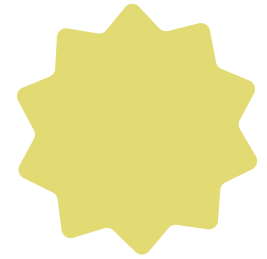
Tool

The Project Arrow



Guide

The Project Arrow



Purpose

- Clarifying a particular goal and relating this to a time frame.
- To help ease the way between idea and goal by mapping out key steps on the way
- Motivating to act, by clarifying what is needed when, and by setting realistic time frames for each step/phase of the way
- Creating reflection on what will either fuel or slow down the way to the goal (or part goals) – and spot what’s needed to help the process/meet the road blocks.
- Provide ownership and commitment for a plan, that can be used as (an adjustable) guide throughout the process.
- A communication tool, that in simple structured ways makes it easy to share a process plan with others.

Target group

1+
(but it is good to have someone to share your arrow with, as it fuels commitment to the plan, and is likely to spark further clarification)

How to get started

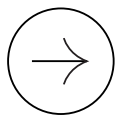
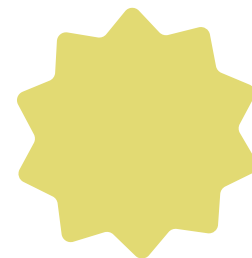
Start by describing/understanding the purpose and process for making the project arrow

Outcome

- A visualization of the steps needed towards a set goal.
- An adjustable plan, that can act as a guide throughout the process.

Guide – continued

The Project Arrow



Step-by-step guide:

- 1 Start by describing/understanding the purpose and process for 'The Project Arrow'
- 2 Every participant should have a large piece of paper, post its in two colours and a pen
- 3 Draw a large arrow on a piece of paper - The arrow visualizes the full process between your idea now and the goal you want to achieve
- 4 Choose an ambitious, concrete, achievable goal and a realistic time frame and write it at the tip of the arrow - If you have multiple goals for your green business development, make an arrow for each
- 5 Write each task that needs doing on a separate post-it and place these in chronological order along the arrow: Which steps are needed to get there? What is the thing you can do tomorrow? What needs doing the next month?

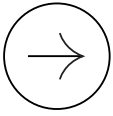
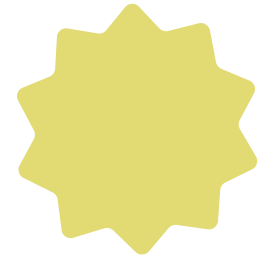
It may be helpful to divide the arrow into weeks or months with dashed lines.

You can be as detailed as you like, you can work forwards and backwards along the arrow and move the post-it notes around

- 6 Write on post it's in a different color what will fuel and what might slow the process - Set these post at the bottom of the page and consider what that calls for:
- 7 Write what measures you can take that maximise your chances of getting where you want
- 8 Write notes along the way on how and when you follow the progress and the effects of your initiative

Guide – continued

The Project Arrow



9

Make a short sharp presentation to others and get their input

Materials

- A slide or printed paper, that describes the purpose and process for making the project arrow.

- Plain paper - min. A3

- Small post it's in two colours and a choice of pens

How long does it take to use the tool?

15-45 minutes

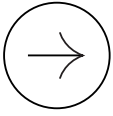
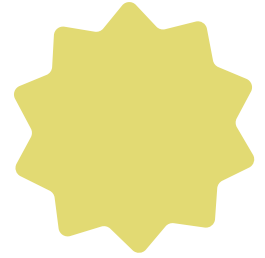
(depending on how thorough you aim for the arrow to be and how long you want the sharing of the process arrows to be)

Next steps

Your arrow will tell you what your first next step is...

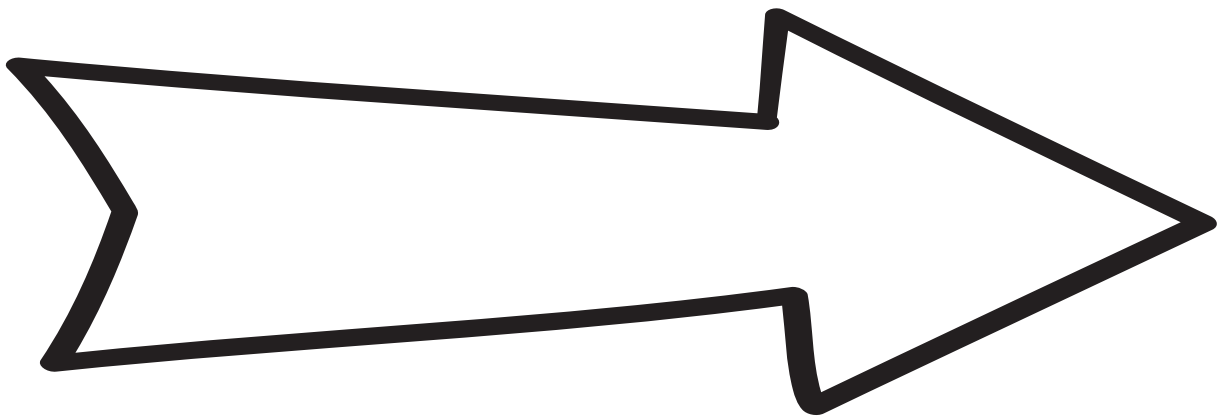
Template

The Project Arrow



Tool: The Project Arrow

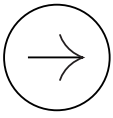
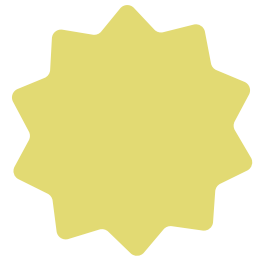
sketching the proces from idea to goal



Now.....?.....?.....?.....?.....?.....?.....?.....?..... Evaluation + next steps?

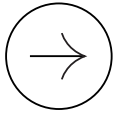
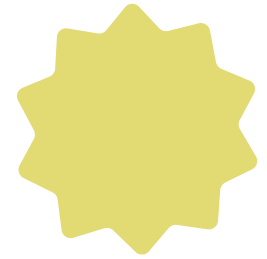
Tool

Gymnastics with ideas



Guide

Gymnastics with ideas



Purpose

This tool is ideal for enhancing ideas, that have been produced in an initial brainstorm.

- It allows relatively tame ideas to stretch into much more far reaching realms, and it enables crazy ideas to become able to realize and test immediately.
- It is also a very good tool for a diversity of minds and mindsets to work together and reap the benefits of bringing different skills to the group.

Target group

Anybody that has an idea, they want to explore by stretching it.

It works particularly well with more than one person – larger groups can work in smaller groups and share in plenum.

How to get started

This works particularly well when facilitated in a group.

Start with two examples demonstrating how to use the tool.

- one that show how to use the tool from the center and out (from tame to wild idea)
- and an example from the outside and in (from wild to immediately ready for testing)

Outcome

A variety of possible uses of an initial idea, stretching from the immediately applicable to the farout ambitious dream.

Step-by-step guide:

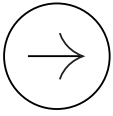
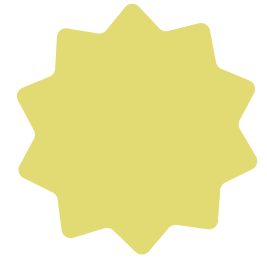
- 1 Every person chooses an idea they find interesting (It does not have to be perfect – it could either be too small/tame or too large/wild) – both is fine for a starting point

The facilitator starts with two examples demonstrating how to use the tool

- one that show how to use the tool from the center and out (from tame to wild idea)

Guide – continued

Gymnastics with ideas



- and an example from the outside and in (from wild to immediately ready for testing)

Ask the participants to provide an example – and ask them in plenum to help dribble with the ideas – the facilitator may have to lead the way in going wilder or in down scaling and making it doable – but sometimes the participants just dribble well without.

2

In a smaller group all ideas can happen in plenum. If it makes sense a larger group can break into smaller groups and work use the gym tool for working on each others ideas.

3

Either way: Start with a super short presentation of an idea (max 1 min.) – and spend 3-5 min. on the group using the gym tool. Use post its to keep track of the ideas created.

4

The groups can share their best ideas in plenum and ask for input.

Materials

Paper, pens, post its

How long does it take to use the tool?

1 min. presentation of an idea + 3-5 min. gymnastics with the idea

Next steps

Prioritizing which idea to take further, and working out what's next

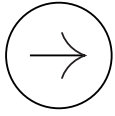
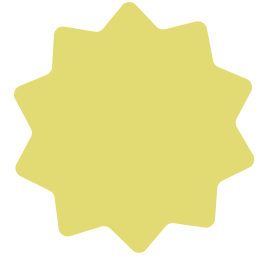
- **The Project Arrow** could be a useful tool for this clarification.

Crediting

This tool is an adaptation of a tool used by GoProces in Denmark

Template

Gymnastics with ideas

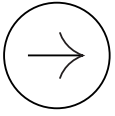
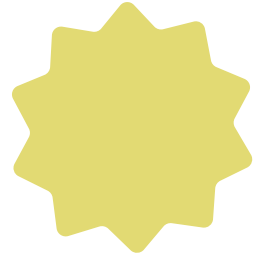


Gymnastics with the ideas



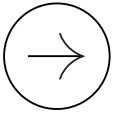
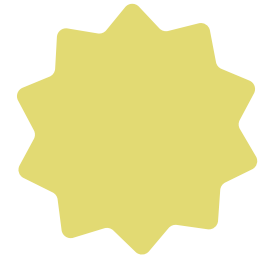
Tool

Imagination



Guide

Imagination



Purpose

To create a setting where compelling images of the future are described. And to fuel motivation for taking the steps to make the visions happen.

Target group

Min. 2 people.

How to get started

Beware that the whole conversation takes place in the future at a chosen date (ie. two years from the date of this exercise. It feels a little strange in the beginning, but you will get used to it. Let the interviewee take their time answering, but ask follow up questions if the immediate answer is too general or vague. The more concrete answers, the better. It is NOT ok to laugh or snigger – the interviewer should welcome any vision unfolding and support it with curiosity.

Outcome

Each person gets their own answers in writing - for now and future reading.

Step-by-step guide:

1 Make groups of 2-3 people in a group – ideally the same number of people in each group. Take it in turns to be the ‘interviewer’ and the person being interviewed. The interviewer asks the questions and takes notes if only working in pairs. In groups of three the 3rd person is the note taker.

2 Everybody gets a document with set questions. Agree your roles during round 1.

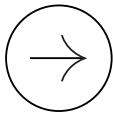
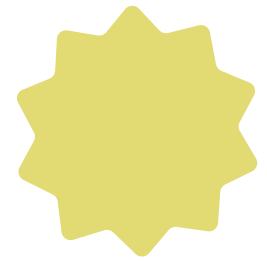
After the first interview the person interviewed gets their own answers in writing

3 The roles circulate, so everybody has each role ones.

4 After completing the interviews go back to the present real time and share reflections on how this exercise was for a few minutes.

Guide – continued

Imagination



Materials

A script with set questions pr. Person. A pen for the note takers. A comfortable place to have the conversations – it could be a change of scene, to where you have been just before.

How long does it take to use the tool?

Around 15 min. pr. interview + 5 min debrief/shared reflections afterwards

- that means around 35 min. in total when done in pairs
- and around 50 min. when done in groups of three

Next steps

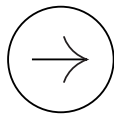
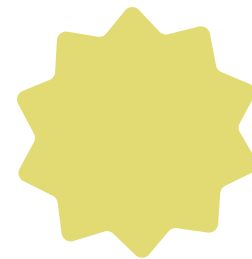
Ask yourself 'what are my first next steps'

Crediting

This is a moderation of a tool developed for start-ups and small businesses by Margrete Bak, Denmark

Template

Imagination



Imagine...

It's **dd.mm.20xx**, and you meet a good friend whom you haven't seen for the past two years. Your friend remembers, that you and your colleagues had really gotten the green business transition off the ground and has heard, that a lot has happened since then. Your friend is curious to hear more, and here come your friend's questions:

Hi – I hear that the green business development you started a couple of years ago is going really well. Please tell me more – I'm curious to hear about some of the things you've initiated. What are you particularly proud of?



Remind me again – what did you see as the biggest obstacles or challenges two years ago in reaching the goals you envisioned?



What helped along the way in the process?



What are the most important insights you've gained in the past two years working on green business development?



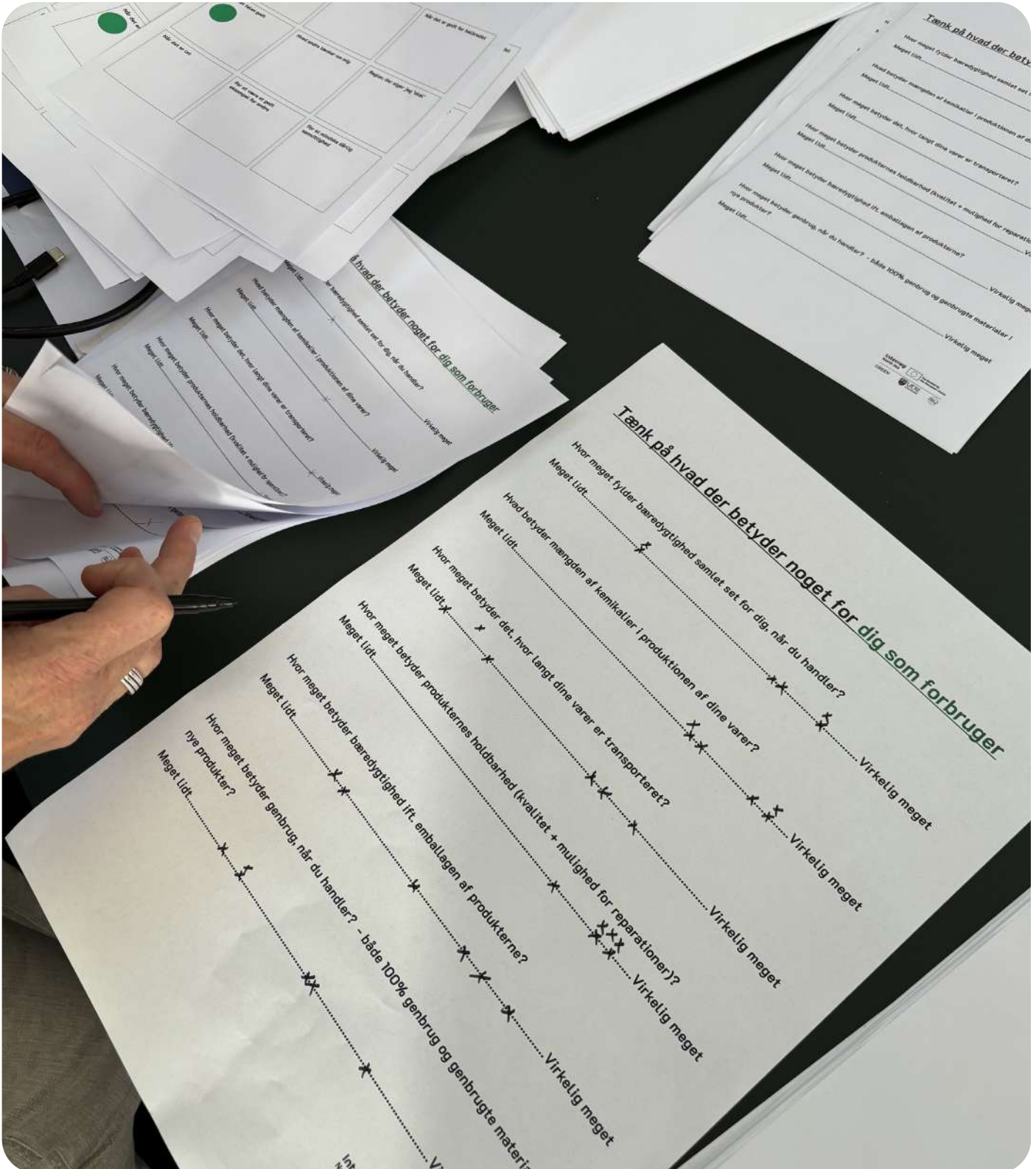
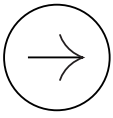
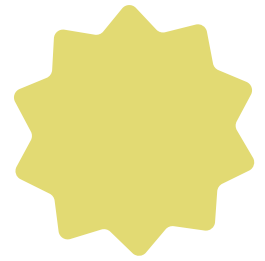
How will you continue the positive momentum for green business development, which clearly works really well for both the store's finances, the customers, and the environment?

– What are your next goals in the process?



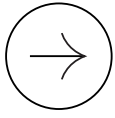
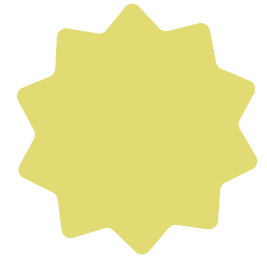
Tool

What is easy and what is hard



Guide

What is easy and what is hard



Purpose

To create reflection and exchange perspectives in order to fuel implementation.

It is a very physical way of relating to questions. It enables reflections on what is easy or hard and why this is. Used with a group of people it is a great starter of dialogues and a simple, but powerful way to spot similarities and differences and to reap the benefits of diversity.

Target group

Min. 1 – but preferably a group of people

How to get started

Find a good place where it is possible to mark the floor, so that a continuum is created:

‘very easy’ _____ ‘very hard’

Outcome

Reflections on what the individual participant finds easy/hard – and a group will bring out a variety of reflections on this.

In the plenum conversations there will be a focus on what could make the harder things easier.

Step-by-step guide:

1 Find a good place where it is possible to mark the floor, so that a continuum is created:

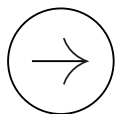
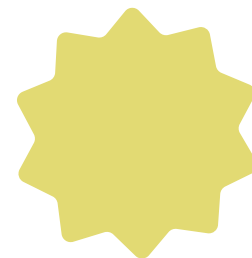
‘very easy’ _____ ‘very hard’

2 The facilitator asks the participants to place themselves on the ‘line’ relating to the questions asked.

3 After everybody has found their places on the line the facilitator asks the participants to explain why they are standing where they are.

Guide – continued

What is easy and what is hard



Materials

A good place to be + markings on the floor. Good and relevant questions asked by the facilitator.

The questions could be:

- *How easy is it to introduce greener choices in the conversation with customers?*
- *How easy is it to get all employees on board with a greener mindset?*
- *How easy is it to find time for green business development?*

How long does it take to use the tool?

15-20 min. depending on the amount of participants, questions and reflections shared

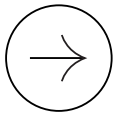
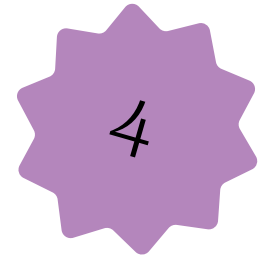
Next steps

Ask what this exercise calls for in your everyday practice.

Build Capacity








Build Capacity Framing



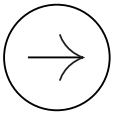
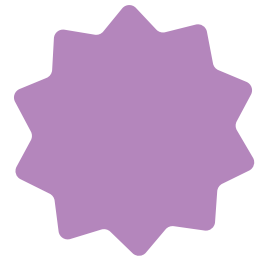
Empowering retail businesses requires building their skills, confidence, and understanding of sustainability. This section offers tools like the Circular Strategy Wheel and Customer Journey map to help you engage store teams in identifying opportunities for greener practices. Activities such as storyboarding and using Circular Behavior Cards enable you to translate big ideas into practical actions that resonate with shop staff. These tools are designed to strengthen the shop's ability to innovate and integrate sustainability into their daily operations effectively.

Tools overview

-  Circular Strategy Wheel
-  Customer journey
-  Circular Behavior Cards
-  Circular Value proposition
-  Circular Storyboard

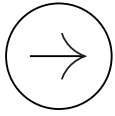
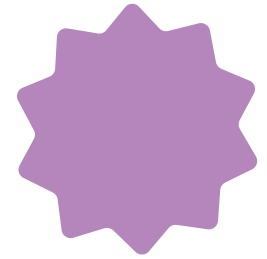
Tool

Circular Strategy Wheel



Guide

Circular Strategy Wheel



Purpose

Get an overview of circular strategies and use it to explore circular potentials.

The purpose of this tool is to give you an understanding and overview of the different circular strategies that can help you start the circular journey of your retail store. The circular strategies wheel illustrates the full lifespan of a product or a service in three different phases; Start of life cycle, product life cycle, and end of life cycle.

This tool helps you relate the different circular strategies within the three phases to your own business to identify challenges, opportunities, and curiosities.

Target group

2-5 persons

How to get started

When brainstorming we recommend that you do it individually in silence and set a timer to 5 minutes, to begin with. When time is up, you can share your post-its by reading them out loud and if necessary repeat the process by having a second brainstorming session and sharing again. Sometimes, you get inspired by others' ideas and insights and new inputs will come to your mind.

Step-by-step guide:

1

Preparation · 5 min

Print out the circular strategies wheel canvas (A1) and hang it on the wall or place it on a table. Make sure the team can easily read and work on the poster at the same time.

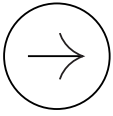
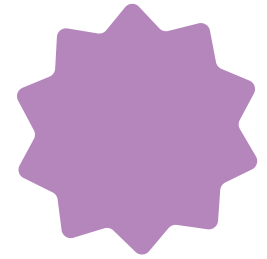
2

Brainstorm · 10-15 min

Do a brainstorm individually and in silence based on the different circular strategies. Map out where you see a potential for your business with green post-its, and yellow post-its where you are most curious to learn more. Lastly, use the pink post-its to identify where you see challenges or obstacles for your circular possibilities.

Guide – continued

Circular Strategy Wheel



3

Discuss in team · 15 min

Discuss in the team, the mapping of the circular business strategies. Start going through the different post-it notes that have been written by different team members in the brainstorm session.

Use this discussion to get a clear idea of the most crucial and important post-its and answer the question: 'What is most interesting for you to focus on, when starting to build your circular business model?'

Materials

Circular Strategies Wheel canvas (size A1)
Post-its (green, yellow, and pink)
Pens

How long does it take to use the tool?

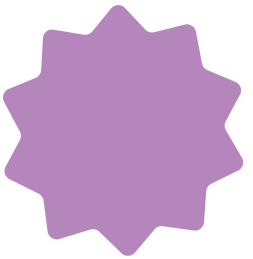
30-40 min

Next steps

We recommend that you continuously revisit the circular strategies wheel when getting new insights or ideas – hang it somewhere in the store so that your colleagues and staff members can contribute as well.

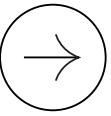
Crediting

DDC – This tool has been developed with inspiration from 'Circular Business Model' by In Futurum and the CIRCit Nord project.

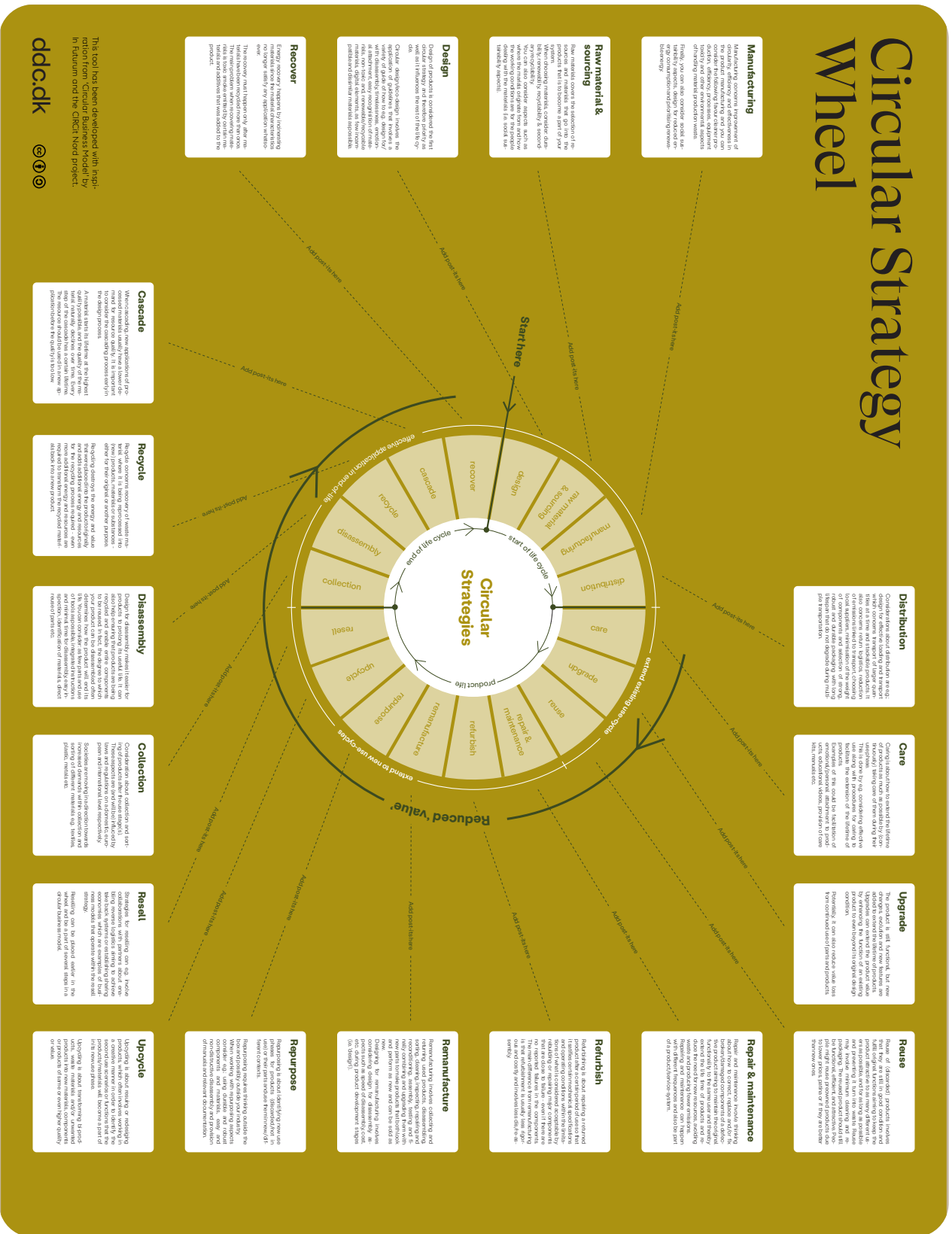


Template

Circular Strategy Wheel



Circular Strategy Wheel

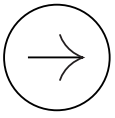
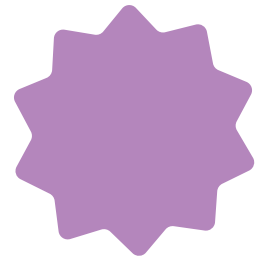


This tool has been developed with inspiration from 'Circular Business Model' by In Future and the CIRCHead project.



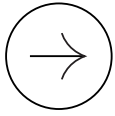
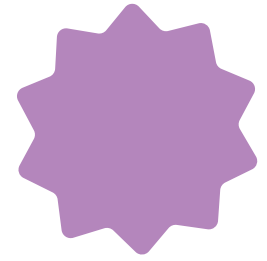
Tool

Circular Value Proposition



Guide

Circular Value Proposition



Purpose

The Circular Value Canvas helps businesses define the value they deliver in a sustainable and circular way. A circular value proposition refers to the value a company promises to deliver. It provides a clear explanation of the purpose behind a company's offering by specifying what the company stands for, how it differentiates itself from others, and how it impacts the world.

It helps you define and communicate the value you aim to create—at individual, ecosystemic, and societal levels.

Target group

Individual or group (max 5 people)

Ideal for solo entrepreneurs and groups. Individually, it helps clarify value propositions; in groups, it builds a common understanding of how value is created.

How to get started

Define your product or service and use the canvas to map how it creates value for the customer and supports circular principles.

Outcome

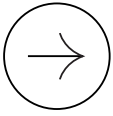
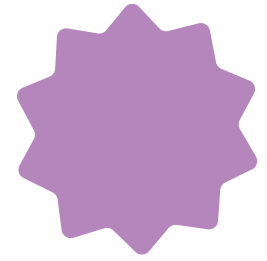
A well-defined value proposition that is both customer-centered and environmentally responsible.

Step-by-step guide:

- 1 Identify your product or service.
- 2 Map how it creates value across all three areas: economy, environment, and social aspects—on individual, ecosystem, and societal levels.
- 3 Focus on strengthening your business's core value while addressing customer needs, reducing waste, and using resources efficiently.
- 4 Add circular strategies, such as upcycling, sharing models, or reusing materials, to enhance the value.

Guide – continued

Circular Value Proposition



5

Review and refine the plan to ensure it aligns with your goals and supports both your business and environmental impact.

Materials

A printed or digital canvas, pens, and sticky notes.

How long does it take to use the tool?

1-2 hours to complete the canvas.

Next steps

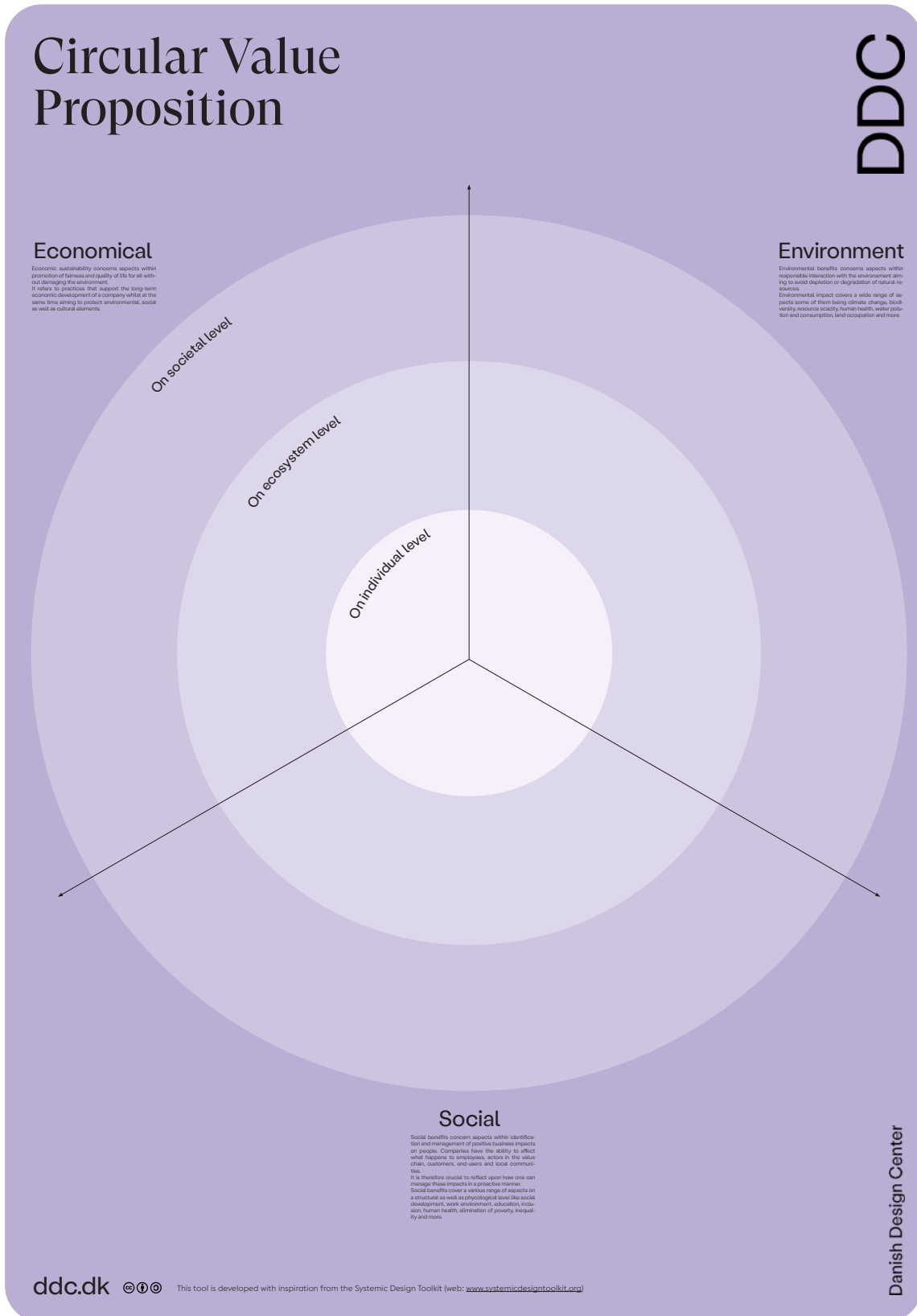
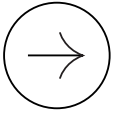
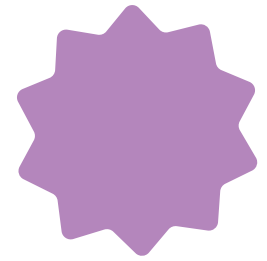
Use the results to refine your product or service and align your marketing and operations with the new value proposition.

Crediting

DDC – This tool is developed with inspiration from the Systemic Design Toolkit

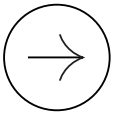
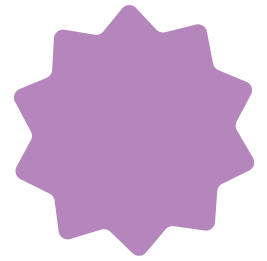
Template

Circular Value Proposition



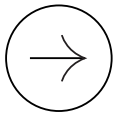
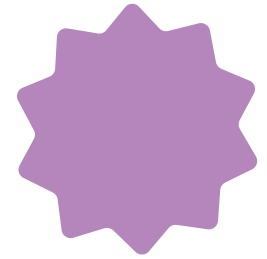
Tool

Circular Behavior Cards



Guide

Circular Behavior Cards



Purpose

This tool helps participants internalize circular behavioral economics principles and reflect on how these can drive sustainability in their business. By engaging with the cards, users explore practical applications, uncover potential challenges, and foster new ideas for integrating these principles into daily operations.

Target group

3–10 people in a collaborative setting.

For retailers, change-makers, and store teams looking to build a deeper understanding of behavioral economics in a circular economy context.

How to get started

Set aside a quiet and focused space where participants can reflect individually and then share their thoughts with the group. Make the exercise interactive by providing physical cards, post-its, and markers.

Outcome

Participants will gain practical insights into how behavioral economics principles can shape both customer behavior and internal business practices. This exercise also fosters critical thinking about potential barriers and new opportunities to implement circular solutions.

Step-by-step guide:

1

Choose a Card

Each participant selects one card from the Circular Behavior Card deck.

2

Reflect:

Use the following guiding questions to reflect individually

How could this principle be applied in our business?

How do I relate to this principle in my personal life?

Could this principle create barriers to positive change, and if so, how?.

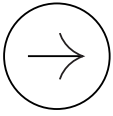
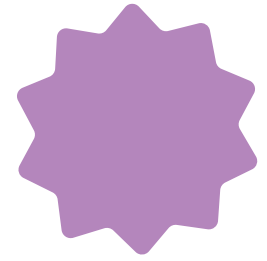
3

Write It Down

Record reflections on post-its and place them in front of the group

Guide – continued

Circular Behavior Cards



4

Share Insights

Each participant shares their key takeaways with the team.

5

Explore Examples

Review good and bad examples associated with the principles to understand different applications.

5

Repeat

Continue selecting and reflecting on new cards until all have been explored or prioritized based on relevance.

Materials

The BE cards and some paper and pen to write down your reflections

How long does it take to use the tool?

15 min

Next steps

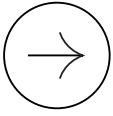
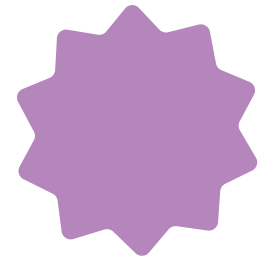
After completing the exercise, identify the most relevant principles and brainstorm specific actions to incorporate them into the store's operations. Document these ideas and follow up in the next team meeting to track progress and adapt as needed.

Crediting

The behavioral cards are part of The Circular Behavior Toolkit developed by DDC – Danish Design Center.

Template

Circular Behavior Cards



Loss aversion

People tend to react to losses more strongly than they do to gains and they try to prevent losses more than they try to make gains.

Positive example

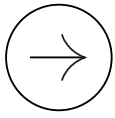
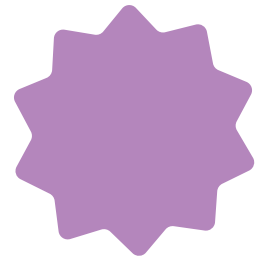
A software company provides reports that highlight customers' energy usage compared to their neighbors. If a customer is using more energy than average, it is framed as a loss compared to their neighbors that use less. The reports emphasize potential "losses" such as higher energy bills or excess energy usage. This taps into the psychological tendency of people being more sensitive to losses than gains.

Negative examples

Many brands use promotion offers that create a sense of urgency, such as "limited time offer" or "the day" having discounts for a short period of time. In retail, messages like "left at this price" or "25% off at this price" or "25% off at this property right now" create a sense of urgency and scarcity. There are endless examples like this.

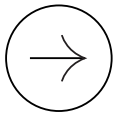
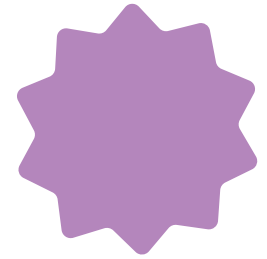
Tool

Circular Storyboard



Guide

Circular Storyboard



Purpose

A circular storyboard is a simple visualization of a future scenario that allows you to communicate the fundamental components of a complex circular solution without having all the details in place.

The circular storyboard will help you clarify what your solution is. But more importantly, it should also reveal how the solution will be produced, who will use it for what, and how materials and products are returned to the system after use.

Target group

This tool is ideal for entrepreneurs, sustainability managers, and teams working on circular solutions. It works both with solo users or groups.

How to get started

Start by outlining the problem or opportunity you want to address. Use the circular storyboard to map key components, ensuring clarity and connection between the steps in your circular solution. All events, such as purchasing or selling a product, have a before, during, and after phase.

Everything should focus on ecological sustainability.

Outcome

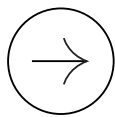
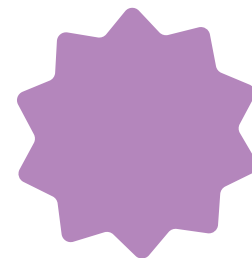
A clear and visual representation of your circular solution, highlighting how it will function, who will use it, and how materials and products will flow back into the system. Without having all the answers beforehand.

Step-by-step guide:

- 1 Define the problem or goal for your circular solution.
- 2 Identify the main components and their connections.
- 3 Map these components visually on the storyboard.
- 4 Review and discuss with your team to ensure alignment and completeness.

Guide – continued

Circular Storyboard



5

Refine based on feedback and set actionable next steps.

Materials

Circular Storyboard (A3 poster) – Digital or printed

Pens

Sticky notes for brainstorming

A whiteboard for team discussions.

How long does it take to use the tool?

45-60 min

Next steps

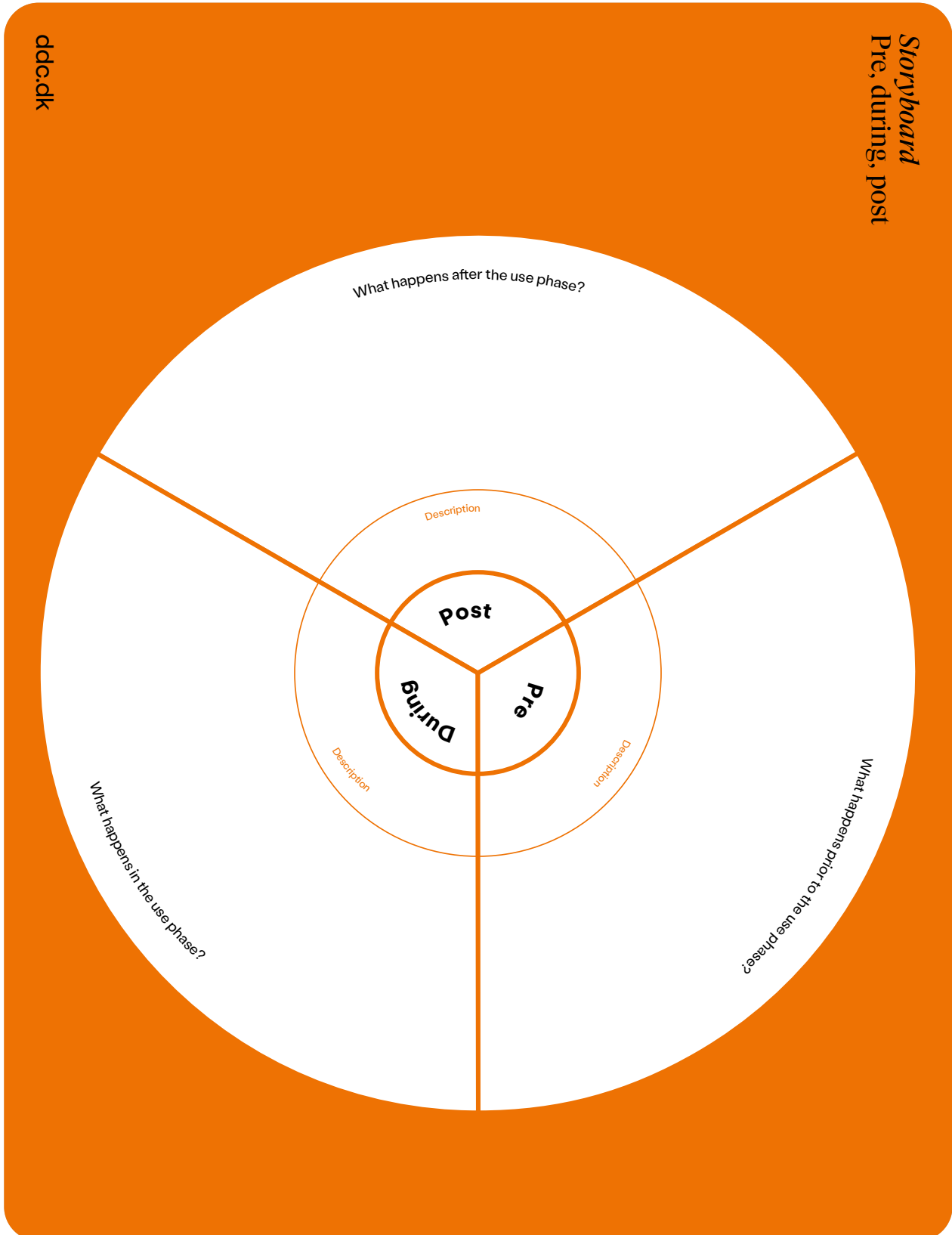
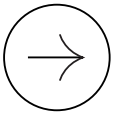
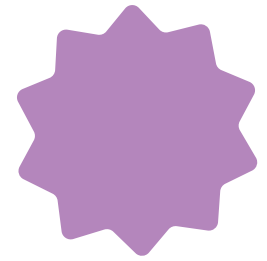
Use the completed storyboard to guide implementation and revisit it to track progress and refine your approach.

Crediting

DDC

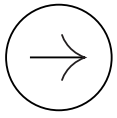
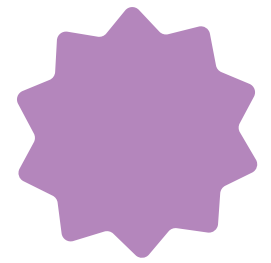
Template

Circular Storyboard



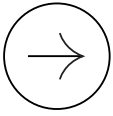
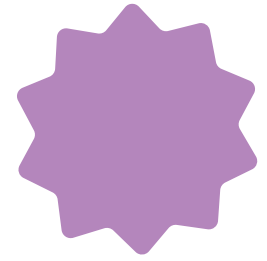
Tool

Customer journey



Guide

Customer journey



Purpose

The Customer Journey tool helps businesses understand how customers interact with their product or service over time. It identifies touchpoints where customer experience can be improved and sustainability integrated.

Target group

Perfect for retailers and entrepreneurs working alone or in groups. Solo users gain insights into customer behavior; in groups, it fosters shared understanding and innovative ideas.

How to get started

Map out your customer's journey from first interaction to post-purchase. Identify pain points and opportunities for improvement. Use as a foundation of discussion for increasing positive touchpoints and how to avoid "lows".

Outcome

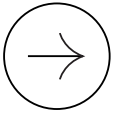
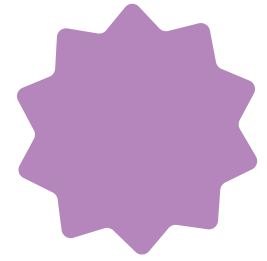
A detailed map of your customer's experience, with actionable steps to enhance satisfaction and integrate sustainability.

Step-by-step guide:

- 1 Outline the stages of the customer journey (e.g., awareness, purchase, loyalty).
- 2 Identify customer touchpoints and note challenges and successes.
- 3 Brainstorm ways to improve each stage, focusing on sustainability and value.
- 4 Implement changes and test results.
- 5 Revisit the journey to track progress or to redesign the customer experience.

Guide – continued

Customer journey



Materials

Sticky notes, a large paper or digital template, and pens.

How long does it take to use the tool?

60 min

Next steps

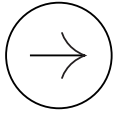
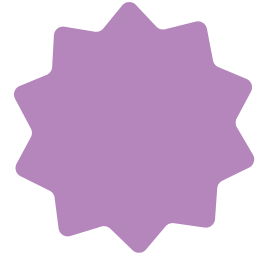
Apply the insights to improve your customer experience and test sustainable solutions.

Crediting

Inspired by customer journey mapping practices.

Template

Customer Journey



User journey

DDC

A large purple rounded rectangle containing a white line that forms a winding path. The path starts at the top left, curves down and right, then left, then right, then down, then left, and finally right, ending in an arrowhead at the bottom right. This represents a user journey path.

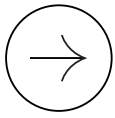
ddc.dk

Danish Design Center

Mobilizing Collaboration



Mobilizing Collaboration Framing



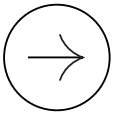
Collaboration is key to driving impactful and lasting change. This section equips you with tools to foster partnerships and engagement among shop owners, staff, suppliers, and the community. Use the Partner/Collaboration Map to identify potential allies, and the Dialogue Tool to facilitate constructive conversations that inspire action. Tools from green events and collaborations with educational institutions offer practical ways to involve diverse stakeholders and create momentum. These resources help you build trust, spark curiosity, and mobilize collective efforts for sustainable solutions.

Tools overview

- Partnership Mapping
- Dialogue tool (Q&A)
- Interactive ways of creating reflections and dialogues on individual consuming habits
- Sustainable and circular shopping weekend
- Low-threshold activities in the shops
- The Expert panel
- Entrepreneurial and Sustainable Future – Lecture for Donnergymnasiet

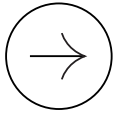
Tool

Partnership Mapping



Guide

Partnership Mapping



Purpose

The Partnership Mapping helps businesses identify and evaluate potential partnerships that can enhance sustainability and growth. It focuses on resources, collaboration opportunities, and shared goals.

Target group

Works well for individual business owners and groups. For solo users, it helps pinpoint valuable partners; in groups, it aligns teams on collaboration opportunities.

How to get started

List your current and potential partners. Use the mapping tool to analyze their resources, goals, and potential contributions. It might also be helpful to play with the tool. If you dare to think outside the box, good things might happen.

Outcome

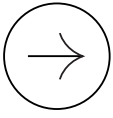
A clear understanding of which partnerships can bring the most value and how to collaborate effectively. Also, with collaboration with perhaps unexpected partners, you may enter totally “free” and “blue” areas of a market, with little or no competition.

Step-by-step guide:

- 1 Identify your current partners and potential ones.
- 2 Map their resources, capabilities, and alignment with your goals.
- 3 Evaluate how they can support your sustainability and business strategies.
- 4 Prioritize partnerships and outline action steps.
- 5 Revisit the map to explore new opportunities.

Guide – continued

Partnership Mapping



Materials

Printed or digital map, pens, and sticky notes.

How long does it take to use the tool?

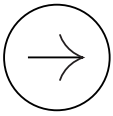
60 min for initial mapping.

Next steps

Develop partnership strategies and begin outreach or deeper collaboration with selected partners.

Template

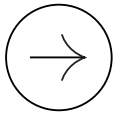
Partnership Mapping



Own business	Collaboration	Partner
Resources		Resources
Capabilities		Capabilities

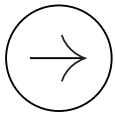
Tool

Dialogue tool (Q&A)



Guide

Dialogue tool (Q&A)



Purpose

This is a good tool for the beginning of a workshop. It gets everybody talking, reflecting, and listening to each other.

Target group

Retail shops in the process of green business development.

How to get started

Print and cut the questions into 10 strips of paper – make more questions if the group is larger than 10 and/or replace questions if you like

Outcome

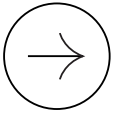
Motivation, energy, inspiration, reflection, sharing, empathy, insights, and much more...

Step-by-step guide:

- 1 Find a good place to stand – with place to move around
- 2 Each participant gets a piece of paper with a question.
- 3 Turn to the person nearest and ask them your question – then answer their question
- 4 Swop the pieces of paper and raise your hands in the air.
- 5 When another pair raises their hands, go find a new Q&A partner.
- 6 Keep swapping questions and partners – no rush, but make sure you do.
- 7 The facilitator stops the Q&A when everybody has spoken to 4-6 others, and then round off, by asking in plenum how that was.

Guide – continued

Dialogue tool (Q&A)



Materials

Strips of paper with good and relevant questions for reflections, insights and inspiration

A friendly bell or other sound, when stopping everybody talking at the end.

How long does it take to use the tool?

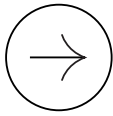
15 min

Next steps

Continue the other tasks planned for the session

Template

Dialogue tool (Q&A)



Q & A - short dialogues

- print and cut these questions into 10 strips of paper

Mention a 'green business initiative' that you/your team have set for your store, and explain how you are tracking its progress.

How can the effect be measured concretely? And what is the current status?

What should customers' story about your store be in two years?

How do your customers know that you are working with green business development?

How do you involve your colleagues in the work on green business development?

What insights have you gained during the process of green business development?

**What do you need in order to stay committed to green transformation in the store?
What strengthens your motivation to try new initiatives?**

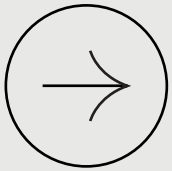
**What has been the biggest challenge in working with green transformation so far?
And how have you tackled it?**

How are you personally inspired and motivated to change habits regarding sustainability – and how do you inspire your colleagues?

What is your customers' response to the green initiatives in the store? When do you see them making greener choices?

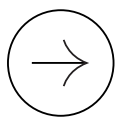
What would you suggest to promote greener consumption across the city's stores and customers?

Mobilizing Collaboration Tools for green event



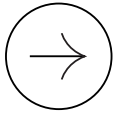
Event

Interactive ways of creating reflections and dialogues on individual consuming habits



Guide

Interactive ways of creating reflections and dialogues on individual consuming habits



Purpose

These tools can be used in both educational settings, at city events or in any other setting where people have 5 min. to spare on reflections and dialogues.

They work well as a group of tools, as there is a progression from 'Jars' to 'Dots' to 'Sliders'

Feel free to change or add more interactive elements.

Target group

These tools are ideal to attach to existing events in the city or as ingredients in existing teaching programs.

Outcome

Reflections and dialogues about individual consumer habits during the activities. Possibly affecting some of the participants consumer habits after the events

Step-by-step guide:

- 1 Make arrangements for when and where the set-up happens
- 2 Print posters, buy dots, find jars, balls and pens
- 3 Set up: it works both manned and without a person (though fewer responses)
- 4 Photograph or film – and share the visuals online

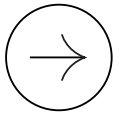
Next steps

Share the photos/films online for further reach

If in education: Share the material with the staff for further use

Template

Interactive ways of creating reflections and dialogues on individual consuming habits



What matters to you?

Interreg
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How important is the amount of **chemicals** used in the production of your products?

I don't give it any
thought

As few chemicals as
possible, please!

How important is the distance that products have been **transported**?

I don't give it any
thought

I shop locally
whenever I can!

How important is the **durability** and **repairability** of the products?

I don't give it any
thought

I always buy the most
durable products!

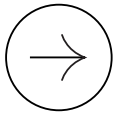
How important is it that the product uses **recycled materials**?

I don't give it any
thought

As many recycled
materials as possible!

Template

Interactive ways of creating reflections and dialogues on individual consuming habits



1 2 3 4 5 6 7 8 9 10

HOW IMPORTANT IS SUSTAINABILITY TO YOU WHEN YOU SHOP?

.....RATE YOUR ANSWER ON A SCALE FROM 1-10

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WHAT MOTIVATES YOU TO MAKE GREENER CHOICES?

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North Sea
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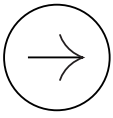
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Place max 2 stickers per person

If I can save money	For the sake of the planet	When it benefits my health
Because it feels good	What others think of me	Regulations tell me to
When it is easy	To set a good example for others	To reduce feelings of guilt and shame

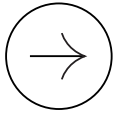
Event

Sustainable and circular shopping weekend



Guide

Sustainable and circular shopping weekend



Purpose

A sustainable and circular shopping weekend gives you the opportunity to raise awareness, and mobilise a large group of consumers. It is important to collaborate with as many retailers as possible, but also other partners in the city so that you can offer a sufficiently wide range of activities for the public.

Shops open their doors and can hold special promotions or highlight their sustainable offerings. They can also organise special demos and workshops or the public can drop by for tailored advice. As a changemaker, you can also organise a pop-up centrally located in an empty storefront where you can organise even more activities. E.g. you can give an overview of all participating shops, you can interact with consumers by surveying them, organise additional sales stands from shops further away, set up an expo, organise workshops or offer food & drinks.

Target group

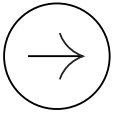
The event is aimed at a broad audience. You are trying to both raise awareness, but also to move the public to action. Equally important is the importance of connecting the stores and other players in the city. Together you have more impact and strengthen each other enormously.

Step-by-step guide:

- 1** Involve as many partners as possible with common ground to the theme. As communication partners, they can help communicate the event, mobilize networks and/or organize additional activities.
- 2** Communication takes a large share of the work. Provide an attractive visual identity and ample street presence. But also invest in sufficient press coverage, advertisement, presence on social media posters, flyers, ect.
- 3** it's important to create enough buzz so you can mobilise enough customers to have an impact
- 4** Organizing a pop-up in an empty building requires a big productional approach. Sometimes you have to arrange extra lighting, electricity, heating, sanitary, decorating, etc.

Guide – continued

Sustainable and circular shopping weekend

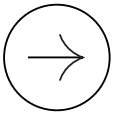


Outcome & Next steps

With a shopping weekend you create a lot of attention for your project/shops/sustainable message and mobilize a lot of people. It is important to hold on to this energy and continue to build on these efforts afterwards and seize new opportunities that arise from this event.

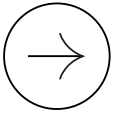
Event

The Expert Panel



Guide

The Expert Panel



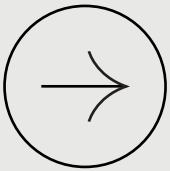
Purpose

An efficient way to give multiple shops the necessary feedback and input on sustainable business is to organise an expert panel. You invite the different shops to explain their shop and concrete plans on sustainability via a short presentation/pitch. The expert panel can then provide concrete feedback and tailor-made advice.

Step-by-step guide:

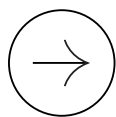
- 1** Look out for a diverse and complementary panel of experts.
- 2** Make sure the shops can present their plans clearly and in a short time and also prepare possible questions.
- 3** The experts can provide additional tips and feedback afterwards.

Mobilizing Collaboration Collaborations with educational institutions



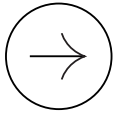
Event

Entrepreneurial and Sustainable Future – Lecture for Donnergymnasiet



Guide

Entrepreneurial and Sustainable Future – Lecture for Donnergymnasiet



Purpose

During the project we gave a lecture to 300–400 students at Donnergymnasiet about entrepreneurship and sustainability as preparation for their UF projects. Donner Expo is an annual event where students showcase their companies and ideas developed during the school year. The lecture introduced agile methods and tools to help students develop sustainable businesses. The goal was to inspire students to think about sustainability and provide practical methods to implement it in their projects.

Target group

Students and teachers at Donnergymnasiet, as well as UF Göteborg.

Background

Donner Expo, an annual event, gives students the opportunity to present their business ideas and learn from the process. The collaboration also included **Ung Företagsamhet (UF)**, a Swedish organization that helps high school students learn entrepreneurship by starting and running their own businesses. Research shows that students who participate in UF gain better job opportunities, fewer days of unemployment, and are more likely to start successful businesses later in life.

Yesbox, part of Göteborgs Stad's initiative for entrepreneurship and innovation, hosted the Donner Expo. This space supports future entrepreneurs and contributes to sustainable business and societal development. Green Retail also had a booth at the Expo to showcase its work and connect with students and visitors.

Outcome

- Students gained tools to integrate sustainability into their UF companies.
- UF Göteborg updated all competition categories to include sustainability.
- Inspired the next generation of entrepreneurs to prioritize sustainability in their business ideas.

Step-by-step guide:

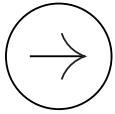
1

Prepared and delivered a lecture on entrepreneurship and sustainability, focusing on:

1. Agile methods
 - Use existing resources*
 - Customer-/target group-driven feedback*
 - Pivot*
 - Test continuously in small steps*

Guide – continued

Entrepreneurial and Sustainable Future – Lecture for
Donnergymnasiet



2. The test process
 - Formulate hypotheses*
 - Decide on loop techniques*
 - Test ideas*
 - Learn from results*
 - Pivot decisions*

2

- Engaged students with reflective questions about sustainability, such as:
- Do you think sustainable companies earn more?*
 - Does the climate crisis worry you?*
 - Can AI help us become more sustainable?*

3

Collaborated with UF Göteborg to make sustainability a core part of all competition categories, like Best Innovation, Best Service, and Best Socially Sustainable Company.

4

Hosted Donner Expo at Yesbox, a physical space that supports entrepreneurship and innovation. The Expo was organized like a trade fair, where all UF companies could exhibit their work, and Green Retail also participated with its own booth.

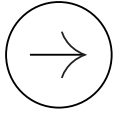
Next steps

- The next step is Donner Expo, where students will present their companies and compete in categories where sustainability is now a core part.
- Students gained tools to integrate sustainability into their UF companies.
- UF Göteborg updated all competition categories to include sustainability.
- Donner Expo at Yesbox provided a professional platform for students to present their ideas and interact with businesses like Green Retail

Epilogue



Epilogue



The Green Retail Toolkit marks not an ending, but the beginning of new possibilities. By using these tools, you have the power to inspire and support retail businesses on their journey toward sustainability. Your role as a changemaker is pivotal in transforming ideas into action and creating meaningful, lasting impact for both businesses and communities.

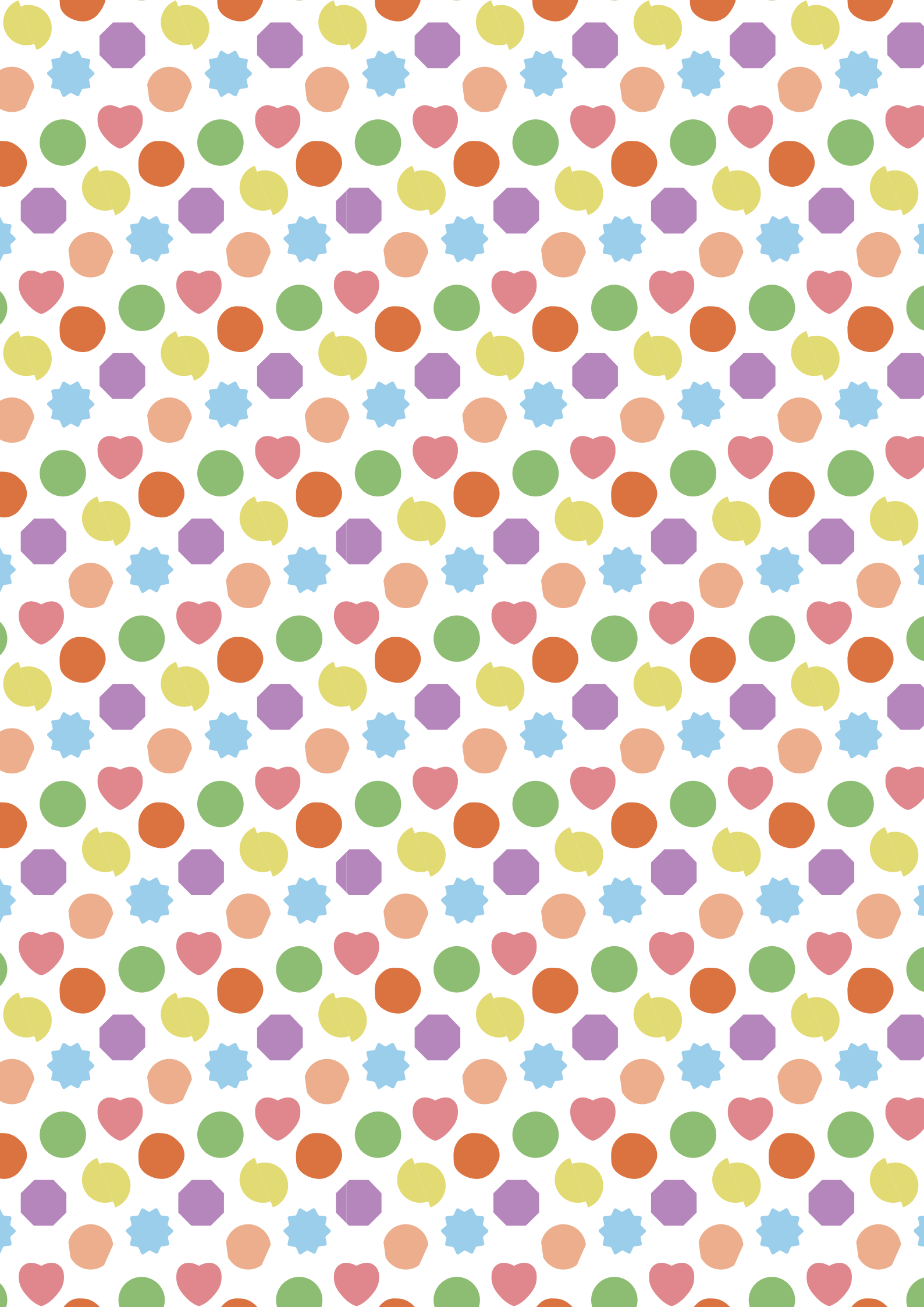
Sometimes, the magic of change happens in the simplest moments—in a productive dialogue, a shared insight, or the implementation of a low-hanging fruit. Engaging conversations can spark innovative ideas, while taking small, practical steps can build momentum for larger transformations. Embrace these moments of connection and quick wins as they lay the foundation for deeper, more significant changes.

As you facilitate workshops, engage with store owners, and co-develop solutions, remember the core values that guide this work: Courage to take bold steps, Trust to build strong relationships, and Curiosity to explore new opportunities. These values are the foundation for driving change that benefits people, the planet, and profit. Thank you for your commitment to this mission. Your efforts are the link between strategy and implementation, helping retail stores not only imagine a greener future but take the steps to achieve it. Together, we can continue to strengthen the role of retail as a force for good in our cities and communities.

Let's move forward with purpose, one collaboration and one simple step at a time.

With gratitude,

The Green Retail Team
De Republiek, Drivhuset, Spinderihallerne & DDC – Danish Design Center





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