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SYMCRAFT

CREATION OF BUSINESS PLAN

From idea to a functional eco-business model of new product or service

Replication Guideline



Textile

Agro-food

Wood & Furniture

FOREWORD

Foreword / Introduction

SYMCRAFT – Creative craft for industrial symbiosis in circular economies – connects industry, crafts, design and business-support organisations to develop practical circular value chains. Its 11 partners from eight countries and nine regions implemented three linked pilots on material reuse, eco-business models and cooperation frameworks.

Pilot Action 2 built on material-product opportunities generated in the first pilot and examined whether they could become viable eco-business propositions. The project documentation records 46 applications to specific products or services across the participating contexts; these are applications, not a count of unique companies. Facilitated workshops and follow-up work helped participants define customers, value propositions, partners, activities, resources, channels, costs and revenues. The pilot used a five-stage engagement and facilitation method, while the replication guideline expresses the final implementation logic through six operational steps and outputs. Particular attention was given to separating verified facts from assumptions and to testing market interest, production feasibility and partner commitment. Solution 2 therefore ends with a validated market opportunity and an actionable implementation plan rather than merely a completed canvas.

Scope	Applications	Pilot method	Replication method
8 countries • 3 sectors	**46 product/service applications**	**5 engagement/facilitation stages**	**6 operational steps and outputs**

GRAPHICAL IMPLEMENTATION TO-DO LIST Follow in order • adapt the checks, not the agreed outputs



IMPLEMENTATION PACK people • evidence • decisions • companion tools

Who does what

Business owner / artisan	Industry / supplier	Intermediary / mentor
Owns the offer, production logic and learning decisions.	Confirms material supply, quality, conditions and partnership role.	Facilitates ECO-BMC work, validation and access to expertise.

Minimum readiness and evidence

- ✓ A defined product/service opportunity and intended customer
- ✓ Evidence separated from assumptions
- ✓ Costs, revenues, supply and capacity considered
- ✓ Feedback recorded and the business model revised
- ✓ Named actions, owners and next validation milestone

Sector adaptation

Use the same ECO-BMC logic across sectors, but adapt evidence: Agro-food cases may require hygiene and perishability checks; textile cases fibre/treatment and supply checks; wood & furniture cases coatings, adhesives, safety and logistics checks.

Digital tools and separate System Map

Tool 2 supports structured eco-business-model development. Tool 4 formats reviewed Markdown content. Digital outputs are working hypotheses until verified with customers, suppliers and qualified experts. **Digital tools**: **https://www.t2i.it/symcraft/**

Use this guideline together with the separately maintained **SYMCRAFT Solution 2 System Map**. The graphical To-Do List is reproduced on page 2, while the System Map remains a separate companion file and is not counted within the three content pages of this guideline.

DO	DON'T
Start with one concrete case • verify critical facts • test proportionately • record decisions and open questions.	Assume feasibility or legal status • treat digital output as validation • scale before testing • hide unresolved risks.

Working rule: use the graphical To-Do List for the operational sequence, the System Map for the wider relationships, and this guideline for method, evidence and decision logic.

Method in practice and evidence to retain

METHOD IN PRACTICE	EVIDENCE TO RETAIN
Start from the selected prototype idea and one priority customer segment. • Mark every statement as fact, assumption, unknown or next test. • Test the riskiest market and feasibility assumptions first. • Revise the ECO-BMC after feedback; do not preserve an attractive but unsupported story.	ECO-BMC versions and assumption log • Customer/partner validation notes • Feasibility, cost and revenue estimates • Implementation actions, owners and milestones

Sector lens for replication

AGRO-FOOD	TEXTILE	WOOD & FURNITURE
Test customer acceptance, shelf-life/logistics assumptions, compliance costs and the credibility of circular claims.	Test design desirability, sizing or hygiene concerns, fibre/finish information, production time and market positioning—including sensitive streams such as discarded lingerie.	Test material consistency, tooling and labour needs, transport costs, product safety, price and scalable supply.

Benefits from taking over (Why to join)

Clearer route to implementation Turns a promising idea into staged customer, feasibility and implementation decisions.	**Stronger customer clarity** Makes target groups, needs and the case-specific value proposition explicit.
Earlier visibility of risks Surfaces production, logistics, resources, pricing, cost and revenue assumptions.	**Evidence-based decisions** Separates verified facts from assumptions, unknowns and next tests.
Stronger partner alignment Creates a shared model for suppliers, artisans, intermediaries and support actors.	**Better market validation** Encourages direct feedback and recorded adjustment of the offer.
Accessible uptake Uses a lightweight shared canvas before a full conventional business plan.	**Implementation readiness** Produces responsibilities, milestones and a trigger for Solution 3 when needed.

How to start

Select one promising prototype idea, identify the target customer and value proposition, and complete a first ECO-BMC with the supplier, artisan and intermediary. Validate assumptions step by step before preparing the implementation plan.

Important limitation. Solution 2 structures eco-business-model development and validation; it does not guarantee demand, profitability, scalability, legal classification, environmental performance or implementation success.

Use together with: SYMCRAFT Solution 2 System Map, the relevant SYMCRAFT digital tool and the detailed source instruments referenced in the full Solution.

From interest to uptake

Start: Select one promising prototype idea.	**Mobilise:** Bring customer, supplier, artisan and intermediary perspectives together.
Demonstrate: Complete and validate the ECO-BMC and feasibility assumptions.	**Continue:** Launch the plan or use Solution 3 to structure cooperation.

Uptake and monitoring questions

Who benefits? Artisan entrepreneurs, craft SMEs, suppliers, business advisers, chambers and technology-transfer actors.	**What to monitor?** Assumptions tested; customer feedback; cost/revenue updates; partner commitments; model revisions; implementation milestones.
When to proceed? When critical feasibility and market assumptions are sufficiently evidenced for the next investment.	**Next decision** Implement or scale; use Solution 3 when cooperation conditions need documentation.

FREQUENTLY ASKED QUESTIONS

PURPOSE

What does Solution 2 produce?**
A tested circular eco-business model and an action plan for a specific product or service opportunity.

Who should participate?
The artisan or business owner, material supplier and intermediary, with customer and technical input as needed.

GETTING STARTED

What do we need before starting?
A defined opportunity, an intended customer, a material source and a team able to explore delivery.

Is a finished prototype required?
No. The concept must be clear enough to test its value, production logic and main risks.

ECO-BUSINESS MODEL

What goes into the ECO-BMC?
Customers, value, channels, activities, resources, partners, costs, revenues and circular impacts.

How do we handle unknowns?
Mark facts, assumptions and unknowns separately; test the riskiest points and revise the canvas.

When do we update it?
After testing changes an important assumption, cost or partner role.

CUSTOMERS & MARKET

How do we test customer value?
Use interviews, concept or sample feedback and price discussions with the priority customer group.

What if customers like it but reject the price?
Revisit the offer, production cost, customer segment or channel, then test the revised model.

Does circularity guarantee demand?
No. Check customer need, access and willingness to pay.

SUPPLY & FINANCES

What if material supply is irregular?
Record variability and usable volumes; reflect them in capacity, costs and promises to customers.

Which financial figures matter first?
Estimate key costs, price, likely revenue, minimum viable volume and major capacity or funding gaps.

DECISION & NEXT STEP

When is the model ready to move forward?
When critical customer and feasibility assumptions have evidence, partners are credible and actions have owners.

When do we use Solution 3*?**
When material transfer, quality, logistics, costs or responsibilities need a documented cooperation framework.

** **Solution 2 -** One solution to create business/incomes for handicraft with waste from industry

*** **Solution 3 -** One solution for the collaborations between Industry and Handicraft for the re-use/recycling of waste.

SYMCRAFT
Creative craft for industrial symbiosis

SOLUTION 2

Developing and Validating Circular Eco-Business Models from Prototype Idea to Implementation Plan

SYSTEM MAP - REPLICATION PATHWAY, CANVAS AND SUPPORTING TOOLS

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WHAT IS SOLUTION 2?

Solution 2 develops and validates the customer, value, operating and economic logic of a selected prototype idea. It turns the opportunity into a jointly reviewed circular eco-business model and implementation plan.

START HERE: SELECT PROTOTYPE IDEA & CONTEXT

AGRO-FOOD

Eco-business development for reuse cases based on agro-food residues and by-products.

Use the common Solution 2 pathway

TEXTILE

Eco-business development for textile offcuts, deadstock, yarns and other residual materials.

Use the common Solution 2 pathway

WOOD & FURNITURE

Eco-business development for wood and furniture residual streams and circular products/services.

Use the common Solution 2 pathway

ALL CASES SHARE

- One six-step implementation pathway
- Common Circular Eco-BMC structure
- Evidence / assumption separation
- Customer and partner validation
- Implementation and scaling plan

1 Select the Prototype Idea



OBJECTIVE

Choose the product or service concept to be developed into an eco-business model.

ACTIONS

- Review Solution 1 prototype ideas
- Select the most promising concept
- Clarify circular value
- Define initial product/service scope

TOOL 2 / EVIDENCE

Record circular value, scope and boundary conditions.

EXPECTED OUTPUT

Selected Prototype Idea

2 Define Customer Segments and Value Proposition



OBJECTIVE

Identify who the product or service is for and what value it offers.

ACTIONS

- Identify target customer groups
- Define customer needs
- Describe environmental/social value
- Formulate value proposition

TOOL 2 / EVIDENCE

Record target groups, needs and the case-specific value proposition.

EXPECTED OUTPUT

Customer and Value Proposition Profile

3 Design the Eco-Business Model



OBJECTIVE

Build the core logic of how the business will create, deliver and capture value.

ACTIONS

- Define key activities/resources
- Identify partners/support services
- Define channels/customer relations
- Map Eco-BMC structure

TOOL 2 / EVIDENCE

Complete partnerships, resources, relationships and channels.

EXPECTED OUTPUT

Draft Eco-Business Model

4 Assess Costs, Revenues and Feasibility



OBJECTIVE

Check whether the business model is economically realistic and operationally feasible.

ACTIONS

- Estimate costs/revenue streams
- Assess production/logistics needs
- Identify pricing options
- Evaluate operational feasibility

TOOL 2 / EVIDENCE

Record assumptions, evidence and operational risks.

EXPECTED OUTPUT

Feasibility Assessment

5 Validate the Market and Partnerships



OBJECTIVE

Test market interest and confirm the cooperation needed for implementation.

ACTIONS

- Test with potential customers
- Gather feedback/adjust offer
- Confirm partner roles/commitments
- Check market readiness

TOOL 2 / EVIDENCE

Capture customer/partner feedback, commitments and revisions.

EXPECTED OUTPUT

Validated Market Opportunity

6 Prepare the Implementation Plan



OBJECTIVE

Finalise the eco-business model and prepare the next steps for launch or scaling.

ACTIONS

- Refine business model
- Define implementation milestones
- Set indicators/responsibilities
- Prepare scaling/replication plan

TOOL 2 / EVIDENCE

Export milestones, indicators, responsibilities and scaling actions.

EXPECTED OUTPUT

Eco-Business Implementation Plan

DIGITAL SYMCRAFT TOOL 2 - Circular Eco-Business Model Tool

Supports the entire six-step pathway from selected prototype idea to implementation plan.

Canvas Guidance
Structure partners, activities, resources, value, customers, channels, costs and revenues.

Evidence Register
Separate verified facts from assumptions, unknowns and next tests.

Validation & Revision
Update the model through workshops and follow-up calls; validate each block jointly.

Export & Review
Print as canvas or continuous text for discussion and follow-up. Not a financial audit or market guarantee.

TOOL 4 - MARKDOWN CONVERTER TOOL

Universal support tool for Solutions 1-3 - converts reviewed Markdown-formatted reports into polished, ready-to-share PDF documents.

PRACTICAL PRINCIPLES

- Start from one selected prototype idea.
- Make assumptions and unknowns visible.
- Validate value, feasibility and market evidence.
- Refine through follow-up, not one-off completion.
- Move to Solution 3 when formalisation is needed.

LEGEND

- Agro-food sector
- Textile sector
- Wood & Furniture sector
- 1 Process step
- Digital tool support
- Flow / connection

AUTHORITY & EVIDENCE

The approved Solution 2 six-step To-Do List is the authoritative replication pathway. Tool 2 is the shared digital working record. Pilot Action 2 engagement, workshops and follow-up support the pathway but do not replace its six outputs.

NEXT STEPS

Start with Step 1 and use Tool 2 to build and validate the model step by step. At Step 6 export the Eco-Business Implementation Plan. Move to Solution 3 when longer-term cooperation conditions require formalisation.