

1

materials & production

minimise use of energy & water

minimise the amount of energy & water used anywhere in your ecosystem



2

3

Do we know where most energy and water is used in the life cycle of our products and services? Do we monitor energy and water usage in our activities?

Could we reduce our unit price to customers through more energy and water efficiency? Could we help our customers reduce their water and energy usage? Could we work with our partners to help reduce theirs?

works great with

1

minimise use of energy & water

benefits



Reducing water and energy usage can help you **SAVE COSTS**.



Helping your customers reduce their water or energy usage can **ATTRACT NEW CUSTOMERS**.



Controlling the supply and costs of your energy and water use can **REDUCE RISKS** due to market changes and shortages.



<http://short.resilientweb.eu/footprint>

scan this code or follow the short url to find more inspiring cases and dedicated tools!

Improving water footprint

Due to regulatory pressures on fresh water uptake, Solvic NV in Antwerp managed to reduce its freshwater dependency by up to 50%. It achieved this by enabling synergy with neighboring industries.



recycle energy & water

re-use your own or others' excess free energy & water



1

21

Do we re-use our waste energy or water in-house? Do we have an idea of how much we could re-cycle?

Could our neighbouring businesses or partners re-use it? Could we use water in a closed loop? Could we recover rainwater for a specific usage?

works great with

2 recycle energy & water

benefits



Recycling water and energy can help you **SAVE COSTS**.



Exchanging energy and water with neighbouring businesses and partners can **REDUCE RISKS** due to market changes and shortages.

About 45% of total global GDP (\$63 trillion) will be at risk due to water stress by 2050. IFPRI: International Food Policy Research Institute, 2010

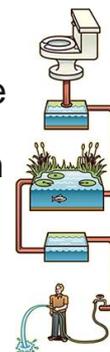


scan this code or follow the short url to find more inspiring cases and dedicated tools!

<http://short.resilientweb.eu/recycle>

The Eco-machine

Converting sewer sludge to fresh water is no easy job; traditional treatment plants consume massive amounts of energy, resources and money. Resembling something like a tropical forest, the eco-machine® uses bacteria, fungi, plants, snails, clams and fish that thrive by breaking down and digesting pollutants to clean up water. It is a series of 3 ecosystems-like basins that work together to provide clean water.



use renewable energy

use renewable or carbon neutral energy



1

6

Do we buy renewable or carbon neutral energy from our energy supplier? Do we know how much a renewable energy installation would cost?

Could we invest in a renewable energy system? Could we join forces with neighbouring businesses to invest in a renewable energy system? Could we use renewable energy sources for our distribution channels?

works great with

3

use renewable energy

benefits



Adopting a renewable energy source will involve a short term capital investment but could generate long term benefits that can help you **SAVE COSTS** in time.



On the long term, renewable energy can improve your independence and **REDUCE** shortages' **RISKS**.

I'd put my money on the sun and solar energy. What a source of power ! - Thomas Edison



<http://short.resilientweb.eu/renewable>

scan this code or follow the short url to find more inspiring cases and dedicated tools!

Free daylight lighting

The LightCatcher brings daylight into buildings through a rooftop mirror based system. The domes send down plenty of 'free' daylight. EcoNation absorbs the investment, monitors and shares the energy savings directly with the customer. That means energy savings from 20% to 70% without investing one euro. Econation.be



no toxic substances

use water as a primary solvent in your processes, products or services



9

5

works great with

Do we avoid toxic substances in our products? Do we use non-toxic substances (like cleaning products) in our activities? Do we comply with all relevant regulation to reduce risks and costs?

Could we find water-based and organic alternatives for the toxic substances we might use? Could our partners help us?



4

no toxic substances

benefits



Eliminating the use of toxic substances can **IMPROVE YOUR BRAND IDENTITY.**



Eliminating the use of toxic materials can help you **REDUCE RISKS** related to environmental regulatory compliance.



Eliminate the use of toxic substance can **IMPROVE EMPLOYEE HEALTH & SAFETY.**



<http://short.resilientweb.eu/toxicity>

scan this code or follow the short url to find more inspiring cases and dedicated tools!

Toxic free glue inspired by mussels

Columbia Forest Product's PureBond product is a formaldehyde-free wood glue inspired from the blue mussel's adhesive substance. The blue mussel attaches to rocks with a super strong water-based glue. The glue is used in furniture design. Colombiaforestproducts.com



5

materials & production

ecological materials

use biodegradable materials from renewable sources



8

4

7

works great with

Do we look for renewable alternatives for the materials we use? Do we look for material sources that are organic? Do we use water as primary solvent?

Could our products be biodegradable? Could we use local ecological materials? Could we calculate the environmental impact of the materials we use?

5

ecological materials

benefits



The use of ecological material can **IMPROVE YOUR BRAND IDENTITY.**



Products made from ecological materials or services that work in an environmentally friendly way can **ATTRACT NEW CUSTOMERS.**

Nature uses water as primary solvent. Could we?



<http://short.resilientweb.eu/ecological>

scan this code or follow the short url to find more inspiring cases and dedicated tools!

Mushroom based packaging

EcoCradle® Mushroom® Packaging is an environmentally responsible replacement for foam packaging. It is made from agricultural crop waste bonded together with mushroom mycelium. This innovative bio-material is totally renewable and home compostable. Ecovatedesign.com



local sourcing & supply

work with what is locally available



21

1

2

works great with

Do we consider using locally sourced materials and resources for our processes and products?

Could we use resources that are locally abundant?
 Could we use local waste material or resources?
 Could we use local currencies for our products or services?

6

local sourcing & supply

benefits



Local sourcing can reduce transportation COSTS.



Sourcing locally build & produced resources can help you **IMPROVE RELATIONSHIPS WITH LOCAL SUPPLIERS & STAKEHOLDERS.**

For every \$100 spent at a local shop, \$68 returns to the community.
Civic economics



<http://short.resilientweb.eu/local>

scan this code or follow the short url to find more inspiring cases and dedicated tools!

Food grown locally in the city

Urban agriculture means fresh food grown in your own city. Building rooftops and unused patches of ground provide a fertile growing space for vegetables, fruits, herbs or honey as a sustainable alternative to food grown in monoculture that is transported over sometimes large distances to the city.



7

materials & production

waste = input

waste does not exist; think circular and close loops together with your partners



6

2

Do we re-use our waste materials? Is our waste of any interest to our neighbours? Do we make our products out of recyclable materials? Do we inform our customers on how to recycle?



works great with

Could we build products on basis of wasted resources? Could we up-cycle? Could we make it easier for customers to return used products? Could we create a zero waste business model and be part of the circular economy?



7

waste = input

benefits



Reducing and re-using waste can help you **SAVE COSTS**.



Being a zero waste company can give you a distinctive competitive advantage with an **IMPROVED BRAND IDENTITY**.



Using recycled materials in your activities can make you **REDUCE RISKS** of resources scarcity.



<http://short.resilientweb.eu/resource>

scan this code or follow the short url to find more inspiring cases and dedicated tools!

Coffee and mushrooms united

The young social start-up PermaFungi is on a mission to promote sustainable development by integrating social, environmental and economic aspects within an innovative urban food project. The substrate for mushrooms is mainly made of coffee waste recovered in various bars and restaurants of the city. Once the mushroom has grown up, it will be delivered to the same bars and restaurant offering a very attractive example of urban circular economy. Permafungi.be



support biodiversity

understand & manage your impact on biodiversity



Are we supporting biodiversity in our direct environment? Are our materials sourced with respect for biodiversity? Do we know the origins of our resources? Do we know our impact on biodiversity?

Could we communicate about our impact on biodiversity? Could we become a company that restores and improves biodiversity?





support biodiversity

benefits



Your efforts to protect and enhance biodiversity can **IMPROVE YOUR BRAND IMAGE.**



The positive impact your company is having on biodiversity can inspire and engage employees, improving **EMPLOYEE HAPPINESS & PRODUCTIVITY.**

Did you know that more than 83% of the plant species on earth require bees and other pollinators to exist?



<http://short.resilientweb.eu/biodiversity>

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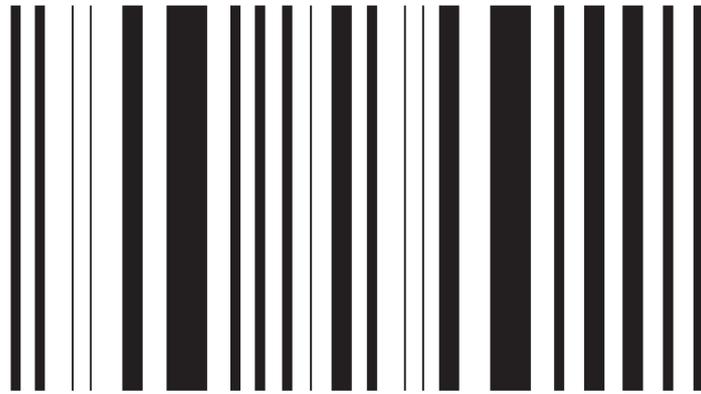
Biodiversity as a business value

In an effort to propose a more sustainable fish offer, Colruyt Group had its fishing management and policies reviewed by an independent organisation. As a result, they stopped selling any endangered species and some species for which they couldn't find any sustainable alternatives. Colruyt.be



opt for transparency

build transparency in your services and products, with your suppliers and in your management



??????????

Do we know the environmental and social conditions under which our materials are sourced and produced?
Are we aware of our college's activities ?

Could we give total transparency about our products to clients? Are our materials conflict free? Are we upfront with investors and analysts?



9

opt for transparency

benefits



Providing full transparency can help you to build a strong **BRAND IDENTITY**.



Full product transparency can help you improve **CUSTOMER LOYALTY**.

Around the world, there is a growing demand for locally sourced food, where customers know exactly where their food has come from, even down to the name of the farmer. - Financial Times Andrea Felsted



scan this code or follow the short url to find more inspiring cases and dedicated tools!

<http://short.resilientweb.eu/transparency>

Triodos transparency policy

The first sustainable bank in Belgium even in the world, that only invest in fair, local and eco-friendly organizations. 100% transparency is this bank's real strength. With 30 years of experience, this savings bank offers to the private sector, companies and institutions the same services has any other. With the difference that you know where your money goes : helping economic, social and environmental development throughout Belgium. Triodos.be

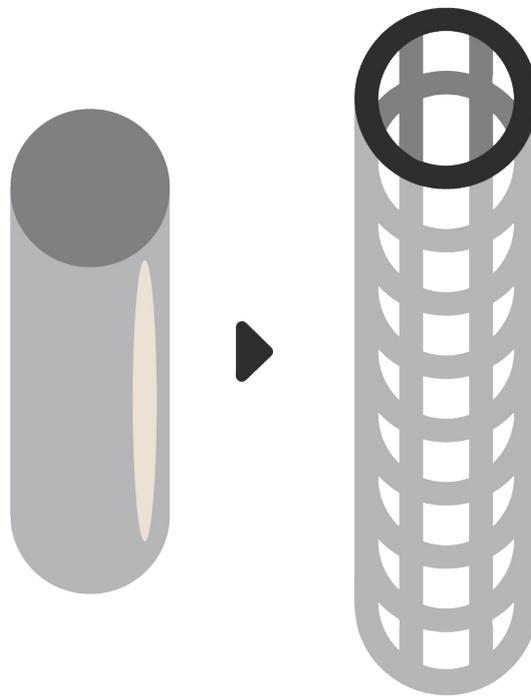
Triodos Bank

Make your money make a difference



form follows function

understand the function, then design the correct form for your service, product, team or company



Can we achieve the same function with less materials? Can we use lighter materials? Can we re-shape our product so it needs less material? Is our service and/or company optimised for the function it serves ?

Could we make our products smaller? Could we replace our products with a service? What is our company's optimal size ?



10

form follows function

benefits



Reducing the quantity of materials you use can help you **SAVE COSTS** on resources and transport.



A lighter and superior product may **ATTRACT NEW CUSTOMERS**.

Recognizing the need is the primary condition for design. - Charles Eames



scan this code or follow the short url to find more inspiring cases and dedicated tools!

<http://short.resilientweb.eu/effectiveness>

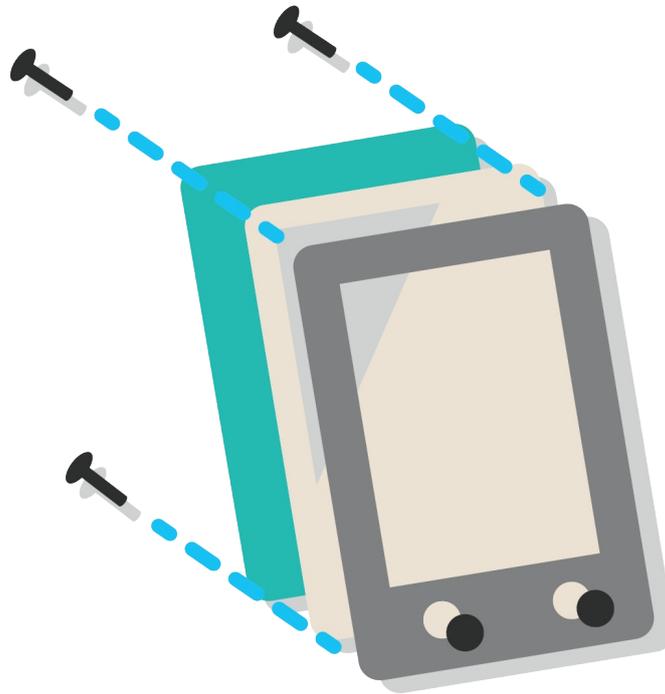
Lightweight bicycle helmet inspired by woodpecker

The Kranium bicycle helmet is 15 % lighter than standard helmets, while absorbing up to three times the impact energy during a collision. The cardboard structure has been inspired by skull of a woodpecker which allows great impact resistance while being very light. Kraniums.com



opt for disassembly

design for easy disassembly & think circular



Do we design our products to be easily disassembled into individual components at the end of their life? Do we use as little different kinds of materials as possible in our products?

Could we take back used products or components for re-manufacture (reverse logistics)? Could our clients disassemble and re-assemble our products themselves?



11 opt for disassembly

benefits



Easy disassembly will enable your products to be repaired or upgraded and might therefore improve **CUSTOMER LOYALTY**.



Being able to reintegrate used components in the production process will **REDUCE RISKS** of materials scarcity.

Cradle to cradle is a product certification scheme which assures that all materials used in a product function in a closed loop; either through recycling or decomposition in nature.



scan this code or follow the short url to find more inspiring cases and dedicated tools!

<http://short.resilientweb.eu/disassemble>

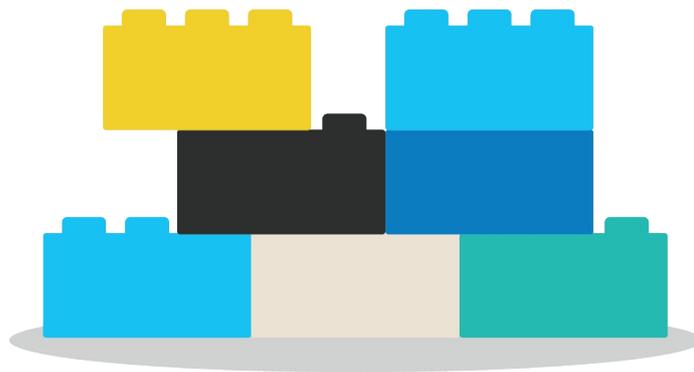
Designed for walking, designed for disassembly

Timberland's Earthkeepers 2.0 collection is engineered with disassembly in mind. Approximately 70% to 90% of the materials that make up each shoe can be reused or recycled, including the detachable metal hardware. The leather uppers, straps, and footbeds, can be reincarnated into new footwear. Responsibility. timberland.com



modular design

use simple and modular building blocks



11

10

14

works great with

Do we design and reshuffle our products or services using common building blocks? Do we simplify our processes by using common, interchangeable components?

Could we create a large variety of themes with a few common components? Could we stimulate our clients to self-assemble our products or services in alternative ways? How could we make our products disassemble easily?

12 modular design

benefits



Using common interchangeable components will simplify the production process and can therefore help **REDUCE COSTS**.



Offering a product with interchangeable building blocks allows for more reparability and can **ENHANCE CUSTOMER LOYALTY**.

Life uses only a small subset of the periodic table. The vast majority of life is build with just six elements of the periodic table: carbon, hydrogen, nitrogen, oxygen, phosphorus, and sulfur.



scan this code or follow the short url to find more inspiring cases and dedicated tools!

<http://short.resilientweb.eu/modularity>

Build you phone

Project ARA is a revolutionary new phone that you can assemble yourself. The idea is to make a smartphone entirely customizable in its design but also in its functions. Each part of the phone can be removed as a block, the battery, the camera, the screen, etc. and can then be replaced or upgraded. Projectara.com



sustainable packaging

use smart packaging solutions;
reduce, reuse and recycle.



4

5

What about no packaging? Do we need a packaging's which life-time lasts longer than its contents? Does our packaging disassembles easily for recycling?

Could we use bio-materials? Could we propose reusable packaging? Could we design our packaging for alternative use after its primary function?

works great with



13 sustainable packaging

benefits



Packaging is often the first customer's contact with the product; sustainable packaging can **IMPROVING YOUR BRAND IDENTITY**.



Sustainable packaging can **REDUCE RISKS** related to environmental regulatory compliance.

I always make the business case for sustainability. It's so compelling. Our costs are down, not up. Our products are the best they have ever been. Our people are motivated by a shared higher purpose - esprit de corps to die for. And the goodwill in the marketplace — it's just been astonishing. - Ray Anderson



<http://short.resilientweb.eu/package>

scan this code or follow the short url to find more inspiring cases and dedicated tools!

Naked packaging

Lush makes handmade cosmetics. They use a maximum of recycled materials for their packaging. Better still they aim to avoid using packaging altogether. By selling shampoo in solid form rather than liquid they omit any packaging at all. Lush.com



opt for repairability

opt for easy maintenance and repair



Can our products be easily repaired? Can our products be updated once in use? Do we use common building blocks to do this? Do we use appliances and products that can be easily repaired?

Could we offer a service to help our clients repair our products themselves in an easy way? With whom could we form partnerships to achieve this?



14 opt for repairability

benefits



Repairability can help customers save money and create long lasting customer relations, **IMPROVING CUSTOMER LOYALTY.**



Repairability could attract and bring **NEW CUSTOMERS** searching for more durable products.

We live in a disposable society. It's easier to throw things out than to fix them. - Neil LaBute, film director



<http://short.resilientweb.eu/repair>

scan this code or follow the short url to find more inspiring cases and dedicated tools!

Don't buy this jacket, fix your old one

Outdoor gear company Patagonia has partnered up with iFixit to assist and equip customers to repair their own Patagonia jackets, pants or backpacks. Because new doesn't necessarily mean better – especially when it comes to clothing. Ifixit.com



15

products & services

multi-functionality

meet multiple needs and fulfil various functions with your product or service



10

16

19

works great with

Can our product help solve multiple problems? Could we better fit the form of our product or service for different functions? Could our partners fulfil different functions for us?

Could our distribution channels serve different purposes? Could our products serve different functions during its lifetime?

15 multi-functionality

benefits



Multi-functionality can be a way to enhance your value proposition and **ATTRACT NEW CUSTOMERS**.



A multi-functional good can **ENHANCE CUSTOMER LOYALTY** by offering a more customised service or product.

According to the 17th CEO Survey of PWC most CEOs agree that business has social as well as financial responsibilities. Over three-quarters think that satisfying wider societal needs and protecting the interests of future generations is important to their business.



scan this code or follow the short url to find more inspiring cases and dedicated tools!

<http://short.resilientweb.eu/multi>

Doing more with the same

The shark might be known for being a fierce predator, but its skin has caught the interest of scientists for many years. Indeed, the shark's skin fullfills multiple functions; in addition to the usual properties, it also improves hydrodynamic properties and is anti-bacterial. Learning from these feats, new products were created; a line of swimsuit so effective it was banned from sport events and a new wall coating used in hospital to prevent the development of bacteria. Sharkskin.com.au



16

products & services

15

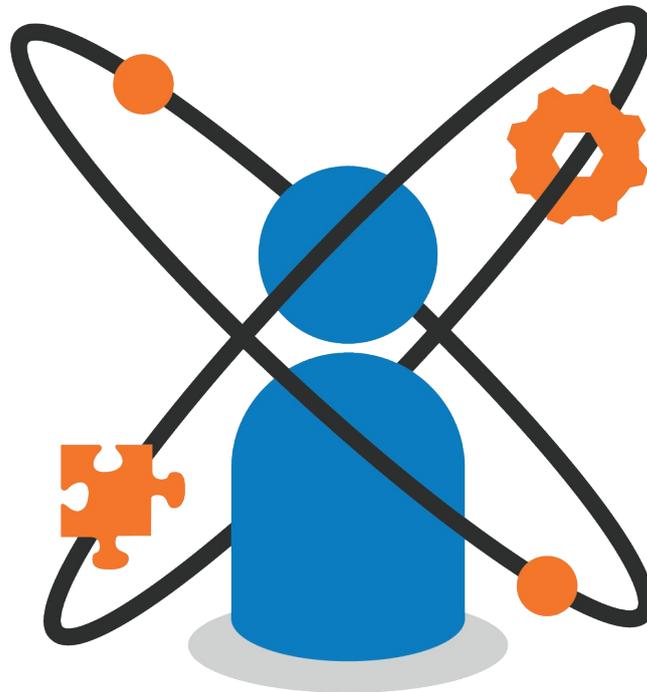
19

20

works great with

sell functionality

think function, not product



Do we know our customers true needs? What are their pains? Does our offer actually reflects what our clients need/wants? What are the functions we deliver?

Could our product or service deliver an additional customer experience because it is more sustainable? Could our customers pay for the service our product delivers rather than the product itself?



16 sell functionality

benefits



Providing a solution that meets customers needs rather than a product can **ATTRACT NEW CUSTOMERS**.



Delivering a sustainable service or product while enhancing your value proposition for your customer can **ENHANCE CUSTOMER LOYALTY**.

Not every consumer will understand how our product is made or why it is good for the oceans and the world; most will buy it just because they really like it and feel good wearing it. That comes first. - Chief marketing officer of G-Star RAW, Thecla Schaeffer on their ocean trash denim



<http://short.resilientweb.eu/function>

scan this code or follow the short url to find more inspiring cases and dedicated tools!

Car sharing = practical + good for the environment

Car sharing schemes are not only better for the environment but they can offer a superior service at a lower price. Customers tap into the system not only because it's more sustainable, but it gives them virtually anywhere access to a car at low price; its just a better service.



mimic biological design

nature is a vast library of innovative and sustainable solutions with 3.8 billion years in R&D



Do we ever ask ourselves which living species is performing the function we want to deliver? What could we learn from them? Do we use local and non-toxic resources? Do we partner up with our clients, suppliers and neighbours?

Could we design our product to be disassembled at the end of their life time, and reverse logistics to make it happen ? Could we find complementary business to cooperate with ?



17 mimic biological design

benefits



Mimicking biological design can improve resources productivity and therefore **REDUCE COSTS**.



Biomimicry can function as a clear differentiation factor for your company, **ENHANCING BRAND IDENTITY**.

Biomimicry is a new way of viewing and valuing nature based on what we can learn from it rather than what we can extract from it.



scan this code or follow the short url to find more inspiring cases and dedicated tools!

<http://short.resilientweb.eu/biomimicry>

High speed train mimicking a bird

When the new high speed trains arrived in Japan, they quickly faced issues; it created a shockwave when entering tunnels. The engineers turned to nature for a solution and found it in the shape of the kingfisher's beak. That bird feeds on fish and is capable to dive into water without virtually disturbing the water surface. They reshaped the trains according to the bird's beak and reduced the shockwaves and electric consumption while improving speed.



value the edges

nurture the edges; the most inventive solutions are often born at the interface of things



Do we know how customers are using our product or service in alternative ways? Do we know what is happening at the periphery of our network? Do we cross-pollinate with ideas of others? Do we embrace serendipity?

Could we build new edges? Could we innovate more at the edges of our company rather than at the center? Could we engage in open innovation? Could we invite ideas and people at the margins of our network to better address unmet needs?

18 value the edges

benefits



Collaborating with un-usual suspects to develop new solutions can build new fertile **RELATIONSHIPS WITH PARTNERS.**



Empowering employees to explore alternative local solutions can **IMPROVE EMPLOYEE WELLBEING.**

Don't think you are on the right track just because it's a well-beaten path. - proverb



scan this code or follow the short url to find more inspiring cases and dedicated tools!

<http://short.resilientweb.eu/value-edges>

Open innovation

Open innovation is about sharing risks and sharing rewards. Tesla Motors produces electric cars and aims at disrupting the mobility sector; in 2014 the company released all of its patent holdings claiming that open-source innovation is more powerful than anything one company could do individually. teslamotors.com



think product-as-a-service

satisfy the needs of your customer by selling the utility of a product rather than the product itself



What service is our product offering to our customers?
Can we reduce environmental impact through better life cycle thinking? Can we be a service company?

Could we offer a leasing, maintenance and evolution service rather than selling our products outright? Does our offer actually reflect what our clients need/wants? Would leasing our assets make us less at risk or more flexible?



19

think product-as-a-service

benefits



You can offer additional services like maintenance, upgrades or additional modules; **IMPROVING CUSTOMER LOYALTY.**



You can **ATTRACT NEW CUSTOMERS** as you reduce the total cost of ownership for your customers.

When you shift to a more circular model, that machine is not bought by you – you pay per wash, you pay for its use. The manufacturer is then incentivised to build a better machine; they don't want it to break because they are providing a service. - Ellen MacArthur foundation



<http://short.resilientweb.eu/paas>

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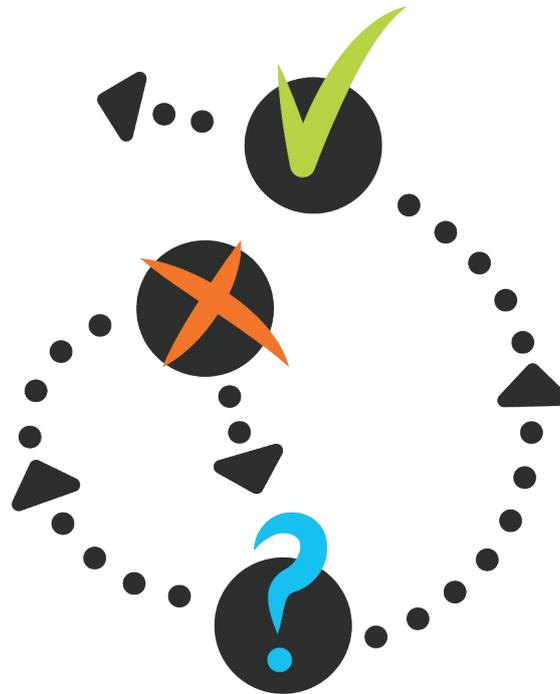
Lease your jeans

Mud jeans offers a new fashion concept in which customers lease rather than buy their jeans. Using clothing becomes more important than owning them. Once the jeans are worn out they are returned to the store where material is used for new products, which can be leased too. Mudjeans.eu



innovate, fail & learn

experiment continuously, collect feedback & select the fittest ideas



How is our attitude towards making mistakes? Do we allow our mistakes to make better products and services? Do we give serendipity a change?

Could we test our new ideas or initiatives more easily in a friendly niche market? How can we receive better and faster feedback from our customers? Are we afraid to change our perspective ?



benefits



Testing your innovation in the market allows you to get direct consumer feedback. This can **SAVE TIME** and **MONEY** in development by quickly eliminating what does not work.



Empowering employees to innovate and allow mistakes can improve **EMPLOYEE HAPPINESS & PRODUCTIVITY**.

I have not failed. I've just found 10.000 ways that won't work. -
Thomas A. Edison



scan this code or follow the short url to find more inspiring cases and dedicated tools!

<http://short.resilientweb.eu/prototype>

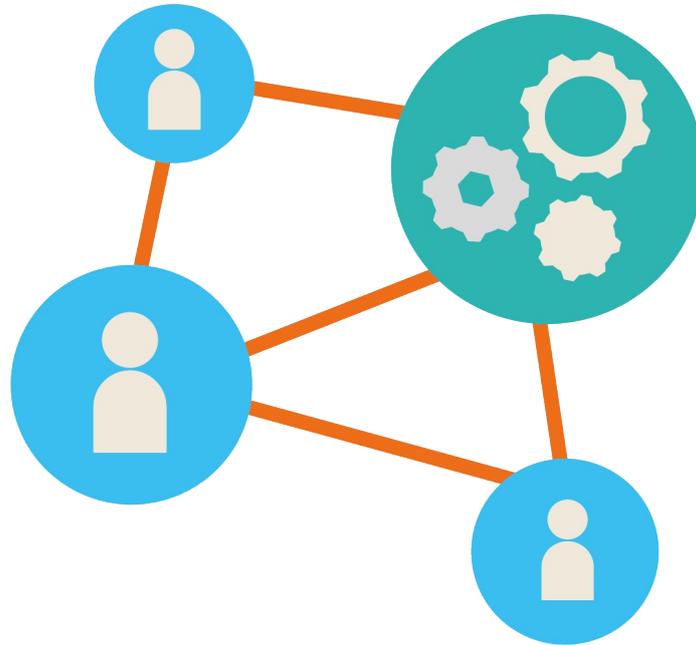
The lean approach

In contrast to traditional product development, in which each stage occurs in linear order and lasts for months, agile development builds products in short, repeated cycles. A start-up produces a “minimum viable product”—containing only critical features—gathers feedback on it from customers, and then starts over with a revised minimum viable product.



co-create with suppliers & clients

create win-win situations for all



Do we work together with our suppliers to build a better product or service? Do we ask customers enough feedback on our products & services?

Could we invite our clients to help us develop better products and services? Could we tap into collaborative consumption? Could we create more synergies, like in a forest? Could we function on an open source business model?



21

co-create with suppliers & clients

benefits



Co-creation with customers can help you better understand customer needs and build a better personalised offer, improving **CUSTOMER LOYALTY**.



Co-creation with suppliers & partners can help you optimise your processes and help you **REDUCE COSTS**.



Through co-creation with your suppliers you can strengthen your **RELATIONSHIP WITH PARTNERS & STAKEHOLDERS**.



<http://short.resilientweb.eu/cocreate>

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Co-creation for better products & services

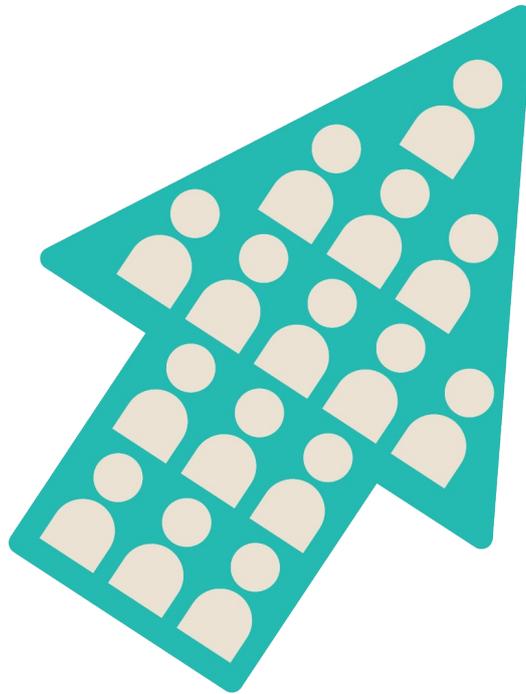
At Threadless everybody is invited to submit online a beautiful or funny T-shirt design that is put up for public vote to its customers. The designer gets a percentage of the revenue while customers can buy a larger batch of T-shirts and then functions as a reseller themselves. Producer + consumer = prosumer. Threadless.com



**MAKE
GREAT
TOGETHER**

build a common purpose

align with stakeholders in your ecosystem to work towards a shared purpose



Do all the people within our organisation positively associate themselves with our values and purpose?
Do our suppliers share our purpose?

Can we get our clients to embrace our purpose?
Could they help us promote it? Could we work with like-minded stakeholders to enlarge our impact?
Could we adopt some of our clients' objectives in how we do business?



22 build a common purpose

benefits



Building a common purpose combined with decentralizing initiatives and responsibilities can improve **EMPLOYEE HAPPINESS AND PRODUCTIVITY**.



A common purpose can help you and your employees weather through changes and help you **REDUCE RISKS** for the future.

If a brand genuinely wants to make a social contribution, it should start with who they are, not what they do. For only when a brand has defined itself and its core values can it identify causes or social responsibility initiatives that are in alignment with its authentic brand story. - Simon Mainwaring, award-winning branding consultant



<http://short.resilientweb.eu/purpose>

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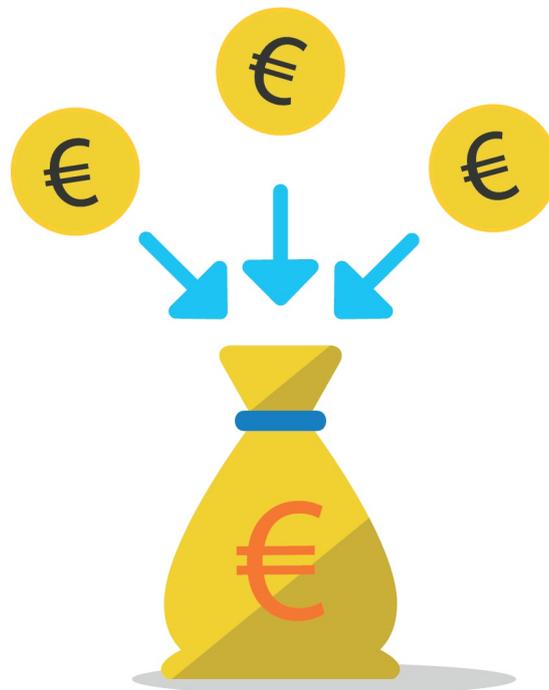
Regional currency

The Chiemgauer started as a school project to teach 16 years old finance. Eight years later, it has become the most successful alternative currency. Its purpose is to help the local economy by encouraging people to buy in the region, and the community by giving 3% of the total value to charity. It has been adopted by half a million people gathered around the same purpose, to help and develop their community.



create multiple revenue streams

create more revenue streams using your current resources, capacity and waste



Do we have 'waste' services or products that are not given a commercial value at this moment in time? Can we create a new revenue stream out of these? Can we find new customers segment for these?

Could we «pay» our suppliers with our own services or products? Could we use our excess time, space or capacity for new revenue streams? Who can help us with this?



23

create multiple revenue streams

benefits



New revenue streams based on the value of your waste or excess capacity can help you **SAVE COSTS**.



Diversification in your revenue streams can **REDUCE** financial **RISKS**.

In the beginning, diversification of revenue streams gives you a lot more work and details, but in the long run, it also offers greater peace of mind and greater security. - Jo Smith Schloeder, Wall Township CEO



<http://short.resilientweb.eu/variety>

scan this code or follow the short url to find more inspiring cases and dedicated tools!

The Songhai farm

The Songhai farm is a training centre for agro entrepreneurs which practice agriculture in a biomimetic approach. All production units (chickens, fish, vegetables, mushrooms, honey, biogas,...) are interlinked systems where nutrients cascade from one to another. The whole system offers a diversity of revenues which makes it economically more resilient. Songhai.org



think collaborative consumption

empower individuals and organisations to share and reuse excess capacity of goods & services



Do we have any resources that could be of value for others when shared? Can we benefit from the use of others' excess resources? Our partners maybe?

Could we stimulate our products for peer to peer usage? Could we share our distribution channels? Could we offer our product as a service? Could we co-create with our customers and partners?



24

think collaborative consumption

benefits



A business model that encourages collaborative consumption can **ENHANCE CUSTOMER LOYALTY**.



Collaborative consumption can reduce your impacts on the environment and hence **IMPROVE YOUR BRAND IDENTITY**.

The revenue flowing through the share economy directly into people's wallets will surpass 3.5 billion dollar in 2013, with growth exceeding 25%. - Forbes magazine 2013



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<http://short.resilientweb.eu/coconsumption>

A few bikes for many

Villo! Is Brussel's bike sharing system. By paying an annual fee, users can freely borrows bikes for 30 min periods (or longer for additionnal fees) from a bike station and reach any other station scattered in the city. Villo.be



replicate what works

copying is learning – build the future
on what has been positive up to
present day



Have we tried something similar before? Do we know
someone who has?

Could we find usable examples in other regions, times
or industries? How about from our competitors? Could
we replicate successful innovations from nature via
biomimicry?



17

21

18

works great with

25 replicate what works

benefits



Replicate what works can **SAVE TIME** and **COSTS**.



Basing your practices on proven methods can **REDUCE RISKS**.

As we are ashamed of copying, we give it fancy names like 'best practice' and 'benchmarking'. (...) Copying is much bigger than benchmarking, and even harder to do well. - Lucy Kellaway, Financial Times columnist

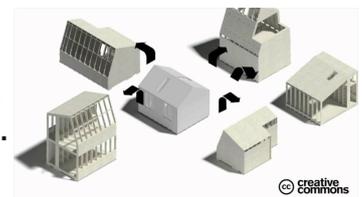


<http://short.resilientweb.eu/replicate>

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People can help

With the growing successes of crowdsourcing on the digital world such as Wikipedia, projects have started on the same base of share and crowdsourcing. WikiHouse is an open-source project for designing and building houses. Anyone is free to go on their website and download building plans created by the community. Wikihouse.cc



use and value diversity

diversify skills for problem solving, creativity and system thinking



22

27

Do we benefit from the diversity in skills and competences in our company or team? Do we have diversity in the people we work with like our suppliers? Do we have a customer base that is diverse enough?

Could we diversify our product or service offerings?
Could we diversify to new markets?

works great with

26 use and value diversity

benefits



Diversity is key for **REDUCING RISKS**. It can widen the range of possible answers to new and unexpected situations.



Creativity & innovation can be enhanced by a diversity of skills and competences in your organisation, **IMPROVING EMPLOYEE HAPPINESS & PRODUCTIVITY**.

Strength lies in differences, not in similarities. - Stephen R. Covey



scan this code or follow the short url to find more inspiring cases and dedicated tools!

<http://short.resilientweb.eu/diversity>

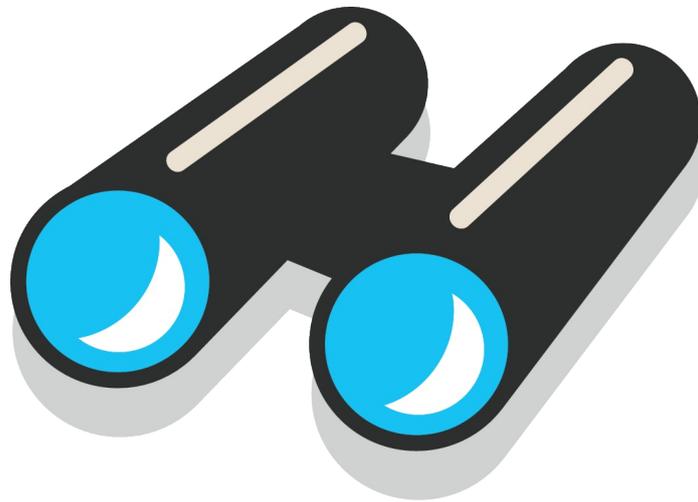
How Diversity Makes Us Smarter

Being around people who are different from us makes us more creative, more diligent and harder-working. Research by organisational scientists, psychologists, sociologists, economists and demographers show that socially diverse groups (that is, those with a diversity of race, ethnicity, gender and sexual orientation) are more innovative than homogeneous groups. 2014 K.W. Phillips, Scientific American



keep watch on your (eco)system

creatively use and respond to
information, feedback and changes



Are we well informed about changes in our environment? New technologies? Changing customers preferences? Regulations? Do we understand its impacts?

How could we better adapt and benefit from change?
How could we better integrate the unexpected? Could we adapt faster through self-organisation?



27 keep watch on your (eco)system

benefits



Creating information feedback from various sources can allow you to **ADAPT** your value proposition and **REDUCE RISKS** when making decisions.



Understanding where your company situates itself within the larger (eco)system can **IMPROVE RELATIONS WITH PARTNERS & STAKEHOLDERS**.

46% of CEOs agree that resource scarcity and climate change megatrend will transform their business. 2014 PWC Global CEO survey



<http://short.resilientweb.eu/watch>

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Listening to future opportunities and threats

Free Record Shop (Netherlands) learned the importance of listening to their ecosystem the hard way. The multimedia sales store did not shift fast enough from VCR/VHS tapes to DVDs, Blu-Ray discs and finally downloadable movies and was forced out of business in 2014.



decentralise initiatives & responsibilities

empower co-workers and partners to make decisions at their local level



22

27

works great with

Do we stimulate self-organisation? Does our company stimulate bottom-up initiatives and creativity? Do we have a leadership style that fosters freedom and responsibility? Are we encouraging a culture of trust?

Could we give more decision making powers to those close to the problem? Could we make better use of collective intelligence?



benefits



More empowered employees, within a culture of trust, can help **IMPROVE EMPLOYEE HAPPINESS & PRODUCTIVITY.**



More self organisation can stimulate more innovation, **IMPROVE YOUR ADAPTABILITY & REDUCE RISKS.**

Consumers are beginning in a very real sense to own our brands and participate in their creation. We need to learn to begin to let go. - A. G. Lafley, CEO of Proctor and Gamble



scan this code or follow the short url to find more inspiring cases and dedicated tools!

<http://short.resilientweb.eu/decentralize>

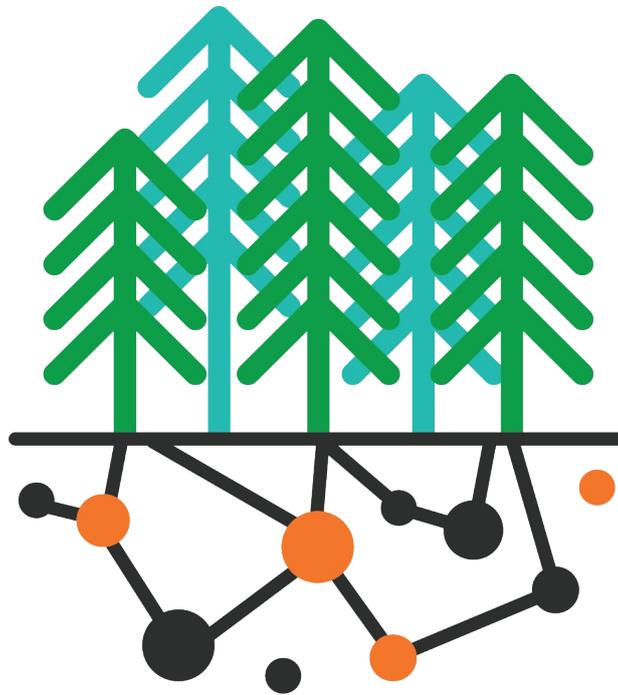
Morning Star company

Morning star is a company employing 400 employees in the canned tomato industry and has little hierarchy and few managers. Employees are responsible to define their own mission according to company objectives. They also have the freedom to choose their tools, set working relations and invest. Freedom goes together with responsibilities. Morning star has double digits growth for the past 20 years while the industry has grown by 1%. Morningstarco.com



whole system thinking

think like a forest, not like a tree,
understand and build upon
interdependencies with others



Do we foster collaboration for the common good? Do we share our excess resources such as water and energy with our immediate neighbours? Can we think circular? Do we use diversity? Do we know how to innovate at the edges?

Could we increase the positive impact of the unforeseen outcomes of our regular activities? Could our partners help? How can we create the best conditions conducive for life?



29

whole system thinking

benefits



Seeing your company as a system allows you to understand the relations between people and activities, **ANTICIPATE** change and **REDUCING RISKS**.



Creating symbiosis and synergies within your ecosystem can result in **GOOD RELATIONSHIPS WITH PARTNERS AND STAKEHOLDERS**.

Too many people think in terms of trade-offs that if you do something which is good for you, then it must be bad for someone else. That's not right and it comes from old thinking about the way the world works and what business is for. We have to snap out of that old thinking and move to a new model. - Paul Polman, CEO of Unilever.



<http://short.resilientweb.eu/forest>

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Ecosystem nurtures innovations

Impact Hub is a network of 11.000 people distributed in 63 locations worldwide evolving towards one single purpose: impact. The Hubs are part innovation lab, part business incubator and part community centre, functioning as a living ecosystem. This environment helps nurture ideas of sustainable impacts by connecting, inspiring and believing in people. Impacthub.net



crowdsourcing

tab into the knowledge & funding
capacity of the crowd



Can we use the collective intelligence of the crowd for innovation? Can we use crowd funding? Can we mobilise investors behind our cause and purpose?

Could we re-pay contributors or investors in other ways than cash? Can our customers also share their knowledge as well as invest? Could we use alternative local currencies?

30 crowdsourcing

benefits



Crowd funding can be a relatively cheap way to have **ACCESS to CAPITAL** while promoting your company, **ATTRACTING NEW CUSTOMERS**.



Crowd funding can help increase your network and forge **GOOD RELATIONSHIPS WITH PARTNERS AND STAKEHOLDERS**

Crowd sourcing is great for radical innovation. A study by Copenhagen Business School finds that Compared to in-house idea generation, crowd sourced ideas score higher in novelty and customer benefit, but lower in feasibility. - M.K. Poetz &M.Schreier 2012



<http://short.resilientweb.eu/crowdsource>

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Tapping into the collective intelligence of the crowd

InnoCentive is the global leader in crowdsourcing. They help their clients transform their economics of innovation through rapid solution delivery and the development of sustainable open innovation programs. Here the client only pays for the results, not the work or the failures. Results that come faster, cheaper and less risky than previously possible. Innocentive.com

